

SOUTH WEST DESIGN AFRICA LIMITED (SWDA) – RENAISSANCE CONTRACT HSE PLAN

Contractor Company	South West Design Africa Limited (SWDA) Plot 6B, Block 110, Olukayode Jacobs Street Lekki Expressway, Ikate Lekki Phase 1, Lagos, Lagos State, Nigeria
Subcontractor Companies	1. Jormea Nigeria Limited – Semi-Auto Tank Cleaning EQ Supply Services 2. Kematec EQ Supply Services – EQ Calibration & Certification Services 3. Knoxx Equipment Services Ltd. – HSE & PPE Equipment Supply Services 4. Dantia Off-Shore Marine Services – Off-Shore & Swamp Marine Vessels 5. Phelps Intn'l Lab Services – Analytical Laboratory Services 6. DEL Waste Mgmt. Services – Waste Skip Mgmt. Services 7. Boskel Nigeria Limited – Waste Treatment & Recycling Services
Description of Contract	“Provision of Zero-Man Entry (NME) & Auto-Tank Cleaning (ATC) or Equivalent Services at Selected Renaissance Facilities in Nigeria”.
Contract HSSE Risk Level	High
Contract Mode	Mode 2
Contract Start -End date	1st June, 2026 to 31st May, 2029

Approvals:

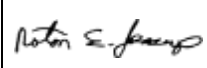
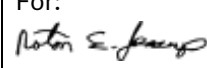
Role	Name	Company	Signature	Date
Prepared by: (Cont. HSE Off. / Mgr.)	Engr. Norton Ned Jessup, SWDA COO / ED	South West Design Africa Limited (SWDA)		1 / 08 / 2026
Reviewed by: (Line SE Support)	Woji Weli, SWDA Chief Strategy Advisor	South West Design Africa Limited (SWDA)	For: 	1 / 08 / 2026
Approved by: (Contractor CEO)	Gliffeth Wonuigwe, SWDA CEO / MD	South West Design Africa Limited (SWDA)		1 / 08 / 2026
Reviewed By Renaissance: (Renaissance HSE Lead)	Ifiok Udofia, Renaissance HSE Lead	Renaissance Africa Energy Company Limited (RAEC)		
Approved By Renaissance: (Renaissance Contract Holder)	Charles Onyeagba, Renaissance Contract Holder	Renaissance Africa Energy Company Limited (RAEC)		

Table of Contents Description - - - - - Page

1.0	Objective of the Contract HSE Plan	2
2.0	HSE Reference Documents, Standards & Definitions	3
3.0	Project HSE Requirements & Controls	3
4.0	Scope of the Work	4
5.0	Schedule of the Work	14
6.0	SWDA HSSE Management System	14
6.1	SWDA Leadership & Commitment	14
6.2	SWDA Corporate HSE & Other Policy Statements	15
6.3	SWDA HSE Policy & Strategic Objectives	17
6.4	SWDA Organization, Resources & Responsibilities	17
6.5	SWDA HSE & Risk Management Procedures	19
6.6	SWDA HSE Planning & Procedures	21
6.7	SWDA HSE Fatigue Management Procedures	22
6.8	SWDA & Subcontractors / Vendors Ops & HSE Agreements	22
6.9	SWDA Project Security Management Procedures	23
6.10	SWDA Project HSE Training Procedures & Measures	23
6.11	SWDA Emergency Response Plans & Emergency Contact Numbers	24
6.12	SWDA Incident / Accident Monitoring & Reporting Procedures	33
6.13	SWDA HSE Site Key Performance Indicators (KPIs)	34
6.14	SWDA HSE Management Review Procedures	37
7.0	SWDA Project Quality Control, Acceptance Criteria & Reporting	41
8.0	SWDA Project HSE Challenges / Risks & Mitigative Measures	42
9.0	Appendices	43
9.1	Appendix A – List of RAEC 18-Tanks Locations & Particulars	43
9.2	Appendix B – Key Renaissance / SWDA Project Interface Responsibilities	44
9.3	Appendix C – SWDA Overall Project Organization Chart	45
9.4	Appendix D – SWDA HSE Team Project Organization Chart	46
9.5	Appendix E – SWDA Project Subcontractors Organization Chart	47

1.0 Objectives of the SWDA Contract HSSE Plan

HSE Objective – The implementation of a proper Tank Cleaning Project of up to eighteen (18) Above-Ground Petroleum Storage Tanks (PSTs) at Renaissance Africa Energy Company Ltd. (RAEC) Facilities in Nigeria.

The Objective of this Renaissance Africa Energy Company Ltd. (RAEC) Interim Contract No.: CW-68582, is to provide safe, efficient and environmentally-responsible Zero-Man Entry & Automated Tank Cleaning (ATC – or the Equivalent Services) Services at up to eighteen (18) Petroleum Storage Tanks, located at four (4) Renaissance site locations in Nigeria (Bonny – 8 Tanks; Forcados – 8 Tanks, Gbaran – 1 Tank & Soku – 1 Tank).

Southwest Design Africa Limited (SWDA) has been awarded, by Renaissance Africa Energy Company (RAEC), an 18-Tank Cleaning, Sludge Treatment, Oil Recovery & Waste Management Project to be performed over the next two (2) to three (3) years at these four (4) Renaissance Facility locations across Nigeria. This Contract HSSE Plan contains SWDA's Approach to integrate Health, Safety & Environment (HSE) Procedures & Policies into our Project Technical Implementation Procedures. The Project Technical Approach detailed within this SWDA Contract HSE Plan sets out, step by step, how SWDA shall execute the Semi-Auto & Manual Tank Cleaning Methodology on this Project, utilizing the following three (3) core equipment spreads:

- **Remote-Controlled Robotic Crawler & Mono-Suction Pump System** – for Zero-Man / Minimum-Man Entry & Bulk Sludge Recovery from the Tank floor, deployed through the Tank's 28-Inch Manways and operated remotely from outside of the Tank;
- **Remote Hydro-Jetting System (15,000-PSI Maximum Working Pressure & Blasting Nozzle)** – for Sludge fluidization, cutting of consolidated Sludge banks and final washing of Tank floor & wall surfaces (the mobilized Hydro-Jet unit is rated to 20,000-PSI; and, it shall be operated at or below 15,000-PSI Working Pressure under this Method Statement (MS); and,

- **External-from-Tank Centrifuge & Oil / Water Separator** – for 3-Phase Separation (**Oil / Water / Solids**) of all recovered Sludge, with a Project Target of recovering up to 40% to 50% of the Recoverable Oil from Sludge volume as saleable / pipeline-quality Oil returned to Renaissance.

The Objective of this SWDA Contract HSSE Plan & Method Statement is to give the SWDA Project Management Team (**PMT**), the On-Site Tank Cleaning Crew, and Renaissance Representatives a single-controlled document that describes the sequence of works, the equipment & personnel to be deployed, the HSE safety controls to be applied at each step, and the technical acceptance criteria to be met before each Tank is closed out. Maximizing Oil Recovery (**40 – 50%**) is a stated Objective of this Project. Where any conflict arises between this MS and Renaissance site rules, the more stringent requirement shall apply.

2.0 **HSE Reference Documents, Standards & Definitions**

- **Renaissance Contract & ITT Documents** – CW-68582 / CW-515913;
- SWDA Project Pre-Mob Inspection Plan (**PMIP**) – SWDA-2026-RAEC-001-05;
- SWDA Project Health, Safety & Environment Plan (**HSEP**) – SWDA-2026-RAEC-001-06, including Attachment 1 (**JSHA**), Attachment 2 (**Safe & Unsafe Gas Levels**) & Attachment 3 (**Site Safety & Warning Signs**);
- SWDA 18-Tank Specs & Location List (**Table 1, 2 July 2026**);
- **API 2015 / API 2016** – Requirements for Safe Entry & Cleaning of Petroleum Storage Tanks; **API 653** – Tank Inspection, Repair, Alteration & Reconstruction (for Post-Clean Inspection interface);
- **NUPRC, NOSDRA** & applicable Nigerian environmental & waste-tracking regulations; Renaissance Life Saving Rules & **PTW** system.

Key Definitions: “**Cutter Stock**” means Renaissance-provided light crude / gas oil used to dilute & fluidize heavy Sludge. “**NME**” means No-Man Entry. “**Semi-Auto**” means remote-operated mechanical cleaning with manned entry limited to final mopping / polishing. “**PTW**” means the Renaissance Permit to Work. “**JIT**” means the SWDA / Renaissance Joint Inspection Team. “**COWC**” means Certificate of Work Completion.

3.0 **HSE Requirements & Controls**

3.1 **General HSE Requirements & Controls**

- **All work under the Renaissance PTW system**; JHSA reviewed at every Toolbox Talk; Stop-Work Authority held by every Crew Member.
- **Ignition Control**: the Tank & bund are a Hot-Work-Free Zone; only Zone 0 / Zone 1-rated, air-driven or intrinsically-safe equipment inside or on the Tank; all skids, hoses & the Tank shell bonded & earthed; brass / non-sparking hand tools only; no phones, matches or non-IS devices past the barrier.
- **Hydro-Jetting Controls**: Exclusion Zone around all pressurized hose runs; whip-checks at every coupling; dead-man triggers never tied back; ≤ 15,000-PSI Working Pressure; jetting PPE for any manual lance work in Gas-Free conditions.
- **Manual Handling, Lifting (Certified Slings & Tested Lifting Lugs per the PMIP)**, heat-stress management (**water, shade & rotation**), and Journey Management per the approved plans.
- **Spill Contingency Planning**: Absorbent Pads / Rolls / Booms & Bio-Surfactant staged at the Tank & Laydown Area; any Spill is contained, recovered to the process and reported same-day.

3.2 Atmospheric Testing Levels Criteria

PARAMETER	WORK-SAFE / ENTRY CRITERIA	ACTION
Oxygen (O ₂)	19.8% – 21.5% (normal 20.8% ± 0.2%)	Entry & Work permitted Only within this Band; below 19.8% or above 21.5% = No Entry / Stop Work.
Flammables (%LEL)	Commence Works at ~5% LEL or less	Maintain < 10% LEL at all times; or suspend Works & Ventilate, if ≥ 10% LEL.
Hydrogen Sulphide (H ₂ S)	0 – 5 ppm	Above 5-ppm = Respiratory Protection Escalation & PTW Review; Personal Monitors on all Entrants.
Carbon Monoxide (CO)	Per Detector Alarm Set Points	Monitored continuously with the Multi-Gas Detectors.

Nitrogen displaces Oxygen: Any nitrogen-purged or enriched-N₂ space is treated as oxygen-deficient regardless of LEL readings. Gas Detectors are bump-tested daily & calibrated per manufacturer schedule; and, results are attached to the PTW.

3.3 Emergency Response Measures On-Site

- **Site Alarms (Sirens)** tested daily; a single continuous tone = Evacuate to Muster Point; all Personnel accounted for by the Attendant's Entry Log & the Site Tally Board.
- **Rescue:** the 3-Man RAT is rigged (**Tripod, Winch & SCBA**) at the Manway for every Entry; Rescue Drill performed before first Entry on each Tank & monthly thereafter.
- **Medical:** On-Site Nurse & stocked First-Aid Stations each shift; MedEvac route & Retained Hospital arrangements per HSEP Appendix C.
- **Fire:** 12-KG Dry-Powder Fire Extinguishers at the Manway, Laydown Area & fuel point; Fire Watch posted whenever the Hydro-Jet power pack or diesel equipment runs; refueling only via the hand pump from bunded IBC Tanks with the equipment shut down.
- **Spill Containment:** Provisions of Absorbant Booms, Pads, Rools & Bio-Surfactant are at hand On-Site, along with Intrinsically-Safe & Non-Sparking Clean-up Tools (Brass Shovels, Packers, Scrapers & Wire Brushes) shall be securely stored On-Site.

4.0 Scope of the Work

Based upon the Renaissance ITT & Contract Documents (**Contract No.: CW-68582 & Tender No. CW-515913**), and the SWDA Scope of Work (**SOW**) Outline, the Works covered by this SWDA Contract HSE Plan comprise the following Main Tasks per Tank:

- **Pre-Mobilization activities & Renaissance Pre-Mob Inspection** at the SWDA Kidney Island Warehouse (**PHC**) and receipt of the Renaissance Purchase Order (**PO**), Notice to Proceed (**NTP**), Tank Site ID / Layout Maps & Tank As-Built Drawings;
- **Mobilization of all Pre-Mob-approved Equipment, Consumables & Personnel** to the Renaissance-provided Tank Site, site set-up, laydown area establishment, barriers & site signage;
- **In-Tank Drone Sludge Assessment & Tank Contents Profiling** to determine Sludge depth, consistency & the volume of Renaissance-provided Cutter Stock required to ensure Sludge flow & recovery;
- **Tank Atmosphere Assessment (LEL / UEL, O₂, CO & H₂S)**, venting & gas-freeing to entry-safe / work-safe conditions;
- **Semi-Auto Sludge Removal** with the Remote Crawler & Mono-Suction Pump System, supported by the Air-Loader Vacuum Recovery Unit and Remote Hydro-Jetting at ≤ 15,000-PSI;

- **External Processing of all Recovered Sludge** through the Centrifuge & Oil / Water Separator, with recovered Oil transferred to the Renaissance-designated Containment Tank / Receiving Pipeline, recovered Water to the Renaissance-designated Disposal Facility, and recovered Solids / Sands to the Renaissance-designated Repository – all On-Site;
- **Manned-Entry Final Mopping / Polishing** of the Tank floor & walls (maximum six [6] Entrants in-Tank per shift under supplied air, with a standing Rescue Access Team – RAT);
- **Joint Inspection Team (JIT) Evaluation with Renaissance**, obtainment of the Certificate of Work Completion (COWC), waste turn-over documentation, de-mobilization and Final Project Closure Report to Renaissance & NUPRC; and,
- **Waste Management Boundary:** SWDA's SOW is All On-Site. Renaissance provides all Cutter Stock, Wash Water, On-Site electricity, Waste Skips, Vacuum / Flat-Bed Trucks, and all Off-Site Waste transport, treatment & disposal. SWDA documents all Waste volumes generated & turned over to Renaissance.

4.1 Tanks Covered by this Method Statement

Eighteen (18) Tanks are covered (8 Crude Oil Storage Tanks & 10 Process Tanks; 9 Floating-Roof & 9 Fixed-Roof), located at Bonny Tank Farm (8), Forcados Tank Farm & Depot (8), Gbaran-Ubie CPF (1) and Soku Gas Plant (1), ranging in size from 1,060-M³ to 104,707-M³. In the absence of Renaissance-corroborated data, a 1.0-Meter average Sludge depth has been assumed for planning, giving an estimated total of 40,247-M³ of Sludge across the 18 Tanks, at an average of approximately 1,500-Tons of flowable-to-dry Sludge per average 40,000-M³ Tank. Actual per-Tank values shall be confirmed by the **Drone Assessment & Tank Contents Profiling** before cleaning commences. The **Tank-by-Tank Listing** is provided in **Appendix A**.

4.2 Main Tasks & Activity Breakdown

1) Mobilization of Personnel, Consumables & Auto or Semi-Auto Tank Cleaning Equipment & Support Resources.
2) Site Laydown Areas & Work Areas Preparation & Site Equipment Trains Set-up activities.
3) Tank Isolation, Preparation & De-Oiling (where applicable).
4) Sludge Removal & Tank Cleaning using Zero-Man Entry (NME) or Equivalent Renaissance-directed Technology.
5) In-Situ or Off-Site Treatment & Recycling of Sludge & Crude Oil Recovery (where applicable).
6) Waste Management & Disposal (SWDA = On-Site & Renaissance = Off-Site Activities).
7) Completed Tank Joint Inspection, Confirmed Closure & Turn-Over for Completion of Work Certificate (COWC).
8) Demobilization & Restoration of the Worksite.
9) Preparing & Disseminating Final Tank Cleaning Closure Report to Renaissance & NUPRC.

4.3 SWDA Project Scope of Work – Activities Breakdown

S/N	Activity	Key Tasks	Deliverables
1	Contract Review & Project Kick-Off	Review Contract Requirements, nominate Project Mgmt. Team (PMT) & define Responsibilities	Project Execution Strategy
2	Project Planning & Engineering	Prepare HSE Plan, Method Statements, Risk Assessment, QA/QC Plan, Community & Security Plan & Work Schedule	Approved Project Documents
3	Mobilization	Mobilize Personnel, ATC & S-A Equipment, Vehicles, Temporary Facilities, Communication Systems, Medical & Emergency Equipment	Site Ready for Operations

4	Community Engagement	Courtesy visit, stakeholder engagement, community entry & execution of community requirements	Community Access Approval
5	Site Establishment	Set-up Offices, Welfare Facilities, Emergency Assembly Point, Storage & Laydown Areas, Barricades & Site Signage	Operational Worksite
6	Permit to Work & Site Preparation	Toolbox Talk, JHSA, Gas Testing, LOTO, Tank Isolation & SIMOPS Coordination	Approved Permit to Work
7	Tank Inspection & Assessment	External & Internal Drone Inspections, Identify Sludge Level & Conditions, Verify Tank Condition & Confirm Cleaning Method	Tank assessment report
8	De-Oiling (where applicable)	Recover Free Hydrocarbons, before Sludge Removal	Recovered Product
9	Desludging Operations	Remove accumulated Sludge using Auto & Semi-Auto Systems	Tank Sludge Removal
10	Zero-Man Entry Automated Tank Cleaning	High-pressure Automated (or Semi-Auto) Tank Cleaning, without Personnel Entry	Clean Tank Walls, Floors & Equipment
11	Sludge Treatment & Crude Oil Recovery	In-Situ / Off-Site Treatment, Oil Recovery & Waste Segregation & Delivery	Recovered Oil & Treated Wastes (Sand & Water)
12	Waste Management	Handle, Transport & Dispose of Wastes in accordance with Renaissance directed & approved Procedures	Waste Manifest & Disposal Records
13	Tank Inspection Support	Support Renaissance Inspection & Verification of Cleanliness	Inspection Acceptance
14	Site Restoration	Housekeeping, Removal of Temporary Facilities & Environmental Restoration	Restored Worksite
15	Demobilization	Withdraw Personnel, Equipment & Temporary Facilities	Demobilization Completed
16	Documentation & Close-out	Submit Reports, Waste Manifests, Lessons Learned & Final Documentation	Project Close-Out Report

4.4 **Detailed Project Scope of Work**

4.4.1 **Project On- Site Personnel Roles & Responsibilities**

The RAEC Tank Cleaning Project runs on dual 12-hour shifts, 7 days per week, with a total On-Site Strength of up to forty-three (43) Crew Members per Tank Site. Key Roles & Responsibilities under this HSE Plan are:

ROLE	RESPONSIBILITY UNDER THIS HSE PLAN
Project Director (SWDA COO / ED)	Overall Project accountability; approves this MS, all Variations & the Final Closure Report; principal Renaissance interface.
On-Site Project Manager (PM)	Owns day-to-day execution of this MS; chairs Daily Toolbox Talks; controls the PTW interface with the Renaissance On-Site HSE Officer; issues Daily & Monthly Progress Reports; initiates SOW / Cost Variations.
Crawler / Hydro-Jet / Centrifuge Operators (2)	Experienced, trained & certified 2-Man Operating Crew for the Crawler, Hydro-Jet & Centrifuge / Separator systems; perform daily pre-start checks, remote operations, and train SWDA national understudies.
Lead Tank Cleaning Field Supervisor (1 per Shift)	Directs the Tank Cleaning Crew at the Tank face; enforces Exclusion Zones; verifies Gas Test results before any Work step; supervises hose handling & skip loading.
Lead Entrant Supervisor / Confined Space Attendant	Controls all Manned Entries; maintains the Entry Log; ensures continuous attendant coverage at the Manway; orders Evacuation upon Alarm.
Site Safety / Fire Watch Officer (1 per Shift)	Continuous Gas Monitoring, Fire Watch, PTW Compliance Checks & Stop-Work Authority.
BA Generator Operators (2 per Shift)	Operate & monitor the Mariner 320-E Breathing Air Generator, Air Accumulator & BA distribution to Entrants.
Air Compressor Operators & Mechanics (1 per Shift)	Operate the 1,600-CFM Air Compressor & maintain all pneumatic equipment.
Tank Cleaning Entrants (6 per Shift, max.)	Perform final Tank Mopping / Polishing under supplied air; only Entry on a valid CSE Permit.
Rescue Access Team – RAT (3 per Shift)	Fully-kitted Rescue Stand-by (Tripod, Winch, Harnesses & SCBA) at the Manway during every Manned Entry; perform no other duties while Entry is live.
Materials Manager / Skip Handlers / On-Site Nurse / Host Community Workers	Materials control & Consumables replenishment; Skip movements & Waste documentation; First-Aid & Medical Response; general site support.

All Crew Members shall hold valid Medical Fit-For-Duty (**FFD**) Certificates and the applicable trade certifications (**BOSIET, OSP, CSE, Respirator Fit-Testing**) verified at the Renaissance Pre-Mob Inspection. No person may work under this MS without a documented Project Induction and attendance at the day's Toolbox Talk.

4.4.2 Project On-Site Equipment, Materials & Consumables

All equipment listed below shall carry a valid Renaissance Pre-Mob Inspection tag / **“Ready-for-Use”** Certificate before mobilization (**per the PMIP**) and shall be inspected daily before start-up. Two (2) units of each critical item (**Crawler, Hydro-Jet, Centrifuge & Oil / Water Separator**) are planned – one operational and one back-up to be secured if need arises – to protect the schedule against downtime.

EQUIPMENT / SYSTEM	QTY	FUNCTION UNDER THIS MS
Remote-Operated Robotic Crawler & Mono-Suction Pump System	1 (+1 Back-up)	Tracked, remote-controlled Crawler sized to pass a 28-Inch Manway; suction head coupled to the Mono / Progressive-cavity Sludge Pump; ATEX / Zone 0-1 compliant; umbilical & camera for remote operation from outside the Tank.
Remote Hydro-Jet & Blasting Nozzle	1 (+1 Back-up)	High-pressure unit rated 20,000-PSI, operated at $\leq 15,000$ -PSI Working Pressure; remote / lance-mounted Blasting Nozzles with auto shut-off (dead-man) for Sludge cutting, fluidization & final surface washing.
External Centrifuge & Oil / Water Separator	1 (+1 Back-up)	Skid-mounted, external-from-Tank 3-Phase Separation spread (Decanter Centrifuge + Oil / Water Separator) for Oil Recovery (Target = 40% – 50%), water polishing & Solids dewatering.
Air-Loader Vacuum Recovery Pump	1	Pneumatic Vacuum Sludge Recovery Unit (900 / 1,200-CFM class) for bulk transfer & pick-up of pooled Sludge.
Air Compressor – 1,600-CFM @ 10-Bar, Air Accumulator & Air Dryer	1 Each	Motive air for all pneumatic / air-driven Tank Cleaning Equipment (Zone-rated).
Mariner 320-E Breathing Air Generator, BA Hose Trolleys, Waist Belts, SCBA & Escape Sets	2 / 2 / 8 / 6 / 6	Supplied-air system for all Entrants during final mopping / polishing, with SCBA & personal escape sets.
Heavy-Duty Flapper / Sandpiper / Wilden Pumps	2	Air-driven Diaphragm Pumps for wash-water, interface & residual liquids transfer.
Air / Suction / Discharge Hoses (3/4", 2", 3" & 4" x 20-M) & Non-Sparking Couplings	12 Sets	Certified, intrinsically-safe Hose spreads with brass quick-connections; new gaskets & O-rings fitted at Pre-Mob.
Tank Ventilators / Expellers & Ducting (20-M) & Explosion-Proof Lighting	4 / 6	Forced ventilation & lighting of the Tank during Gas-Freeing & Manned Entry.
MSA Altair 5X Multi-Gas Detectors & Down-Tank Sampling Hoses	4	Continuous LEL, O ₂ , CO & H ₂ S monitoring at the Manway, In-Tank & at the equipment spread.
In-Tank Drone Assessment Tool	1	Intrinsically-Safe / Zone-rated Inspection Drone (with LiDAR / Camera payload) for pre-clean Sludge profiling & post-clean verification without Entry.
CSE Rescue Set (Tripod, Winch, Full-Body Harnesses), Stretcher, Eyewash & First-Aid Stations, Fire Extinguishers & Emergency Sirens	Full spread	Rescue & Emergency Response Equipment staged at the Manway & Laydown Area whenever Work is live.
Intrinsically-Safe Radios & Digital Camera, Spill Response Drums, Bio-Surfactant, Brass Non-Sparking Hand Tools & 1-Tonne Woven Bags	Per PMIP Tables 2 & 3	Communications, Spill Contingency, manual mop-up tools & Solids bagging.

Consumables (*PPE, HSE materials, absorbents, disposable coveralls at one per Tank-crew member per shift, etc.*) shall be held at the quantities in *PMIP Table 3*, with a Consumables Replenishment Run performed together with the Crew Rotation at the 30-day (**50% completion**) point of each average Tank Cleaning Project.

4.4.3 Pre-Mobilization & Mobilization

Pre-Mobilization is governed by the PMIP and is summarized here for completeness of the Work sequence. The official Renaissance Pre-Mob Inspection at the SWDA Kidney Island Warehouse (**PHC**) shall be accomplished within the contractual 45-day window.

- Step 1. Complete Project Contracting & Documentation;** finalize & submit the Project Work Plans to Renaissance (*HSE, HAZID, PIP, QA/QC, WMP, Pre-Mob ITP, Security, Community Engagement, Journey Management, etc.*).
- Step 2. Renew any elapsed Crew Certifications,** trainings or Medical FFD approvals; secure On-Site Crew accommodation & feeding arrangements.
- Step 3. Receive from Renaissance the Project Purchase Order (PO),** Notice to Proceed (**NTP**), Tank Site ID / Layout Maps and all Tank As-Built Drawings. No Mobilization occurs before the **PO & NTP** are in hand.
- Step 4. Renaissance performs Tank Clearing** (product draw-down to minimum suction), isolation & initial opening / venting and hands the Tank over, ready for SWDA inspection.
- Step 5. Mobilize all Pre-Mob-approved Equipment, Consumables & Personnel** to the Tank Site within 72-Hours of NTP (containerized spreads within 96-Hours); complete Renaissance Site & Project Induction for all Crew.
- Step 6. Establish the Equipment Laydown Area** 50 – 100-Meters from the Tank; erect all work barriers, Exclusion-Zone & Site Signage, site offices / porta-cabins & welfare units; position spill-response drums & emergency equipment; verify Renaissance-supplied electrical power (**415V / 50Hz / 3-Phase**) and confirm earthing / bonding points.
- Step 7. Set up & operationally test all Tank Cleaning Equipment (Crawler, Hydro-Jet, Centrifuge & Separator, Compressors, BA systems, pumps & hoses)** on clean-service trials before any Sludge is introduced. Record all tests on the Site Set-Up Checklist.

4.4.4 Pre-Cleaning Activities at Each Tank

The following steps shall be completed, in order, at every Tank before any cleaning Work commences. Each step is a hold point: the next step shall not start until the previous one is signed-off by the On-Site PM and, where indicated, the Renaissance On-Site HSE Officer.

- Step 1. Tank Isolation Verification (Hold Point – Renaissance & SWDA).** Jointly verify with Renaissance that the Tank is positively isolated: all product, slops, drain & vapour lines blinded / spaded per the As-Built P&IDs; mixers & heaters locked out; cathodic protection & electrical feeds isolated; floating-roof legs (**where applicable**) confirmed landed & pinned. Record on the Isolation Register with a Lock-Out / Tag-Out (**LOTO**) log.
- Step 2. Initial Atmosphere Testing.** Test the Tank atmosphere through roof fittings & the top Manway using calibrated MSA Altair 5X Gas Detectors with down-Tank sampling hoses at top, middle & bottom elevations: **% LEL, O₂, CO & H₂S**. Pump-test & calibration-check all Gas Detectors daily before use.
- Step 3. Controlled Venting & Gas-Freeing.** Install pneumatic ventilators / expellers with 20-M ducting and force-ventilate the Tank. Continue until sustained readings meet the Work-Safe Criteria of Section 10.2 (**commence works at: ~5% LEL or less; O₂ = 19.8% – 21.5%; & H₂S ≤ 5-ppm**). Vapours shall be discharged away from ignition sources & downwind of Work areas.
- Step 4. In-Tank Drone Sludge Assessment & Contents Profiling (No-Entry).** Operate the intrinsically-safe Assessment Drone through the top Manway / roof hatch to map Sludge depth, surface profile, consolidated banks and any internal obstructions (columns, heating coils, swing lines & roof legs). Combine the Drone Survey with bottom-sample dips at accessible points to characterize Sludge consistency (**flowable / mucky / dry-sandy per Appendix A expectations**). Output: the Tank Sludge Profile Report, which fixes (**a**) the required Renaissance Cutter Stock volume, (**b**) the Crawler entry Manway & Work lanes, and (**c**) the confirmed cleaning duration for that Tank.
- Step 5. Cutter Stock Determination & Request.** From the Sludge Profile Report, calculate the Cutter Stock demand (typically dosed stepwise at 5% – 15% of Sludge volume for mucky-to-dry Sludges) and issue the formal request to Renaissance. Renaissance provides all Cutter Stock & Wash Water; SWDA shall log every liter received & injected for the Project Material Balance.

- Step 6. Duration & Variance Check (Commercial Hold Point).** Compare the confirmed Sludge volume / consistency against the planning assumption (**1.0-M depth; ~1,500-Tons Sludge per average Tank**).
- Step 7. Permit to Work (Hold Point – Renaissance).** Obtain from the Renaissance On-Site HSE Officer the PTW (and associated Certificates: Hot-Work Exclusion & Confined-Space, where applicable) covering the day's specific activities. Post the PTW at the Work front. The PTW is revalidated each shift and suspended immediately on any gas alarm, weather event (lightning / storm) or emergency.
- Step 8. Daily Toolbox Talk & Operational Checkoffs.** Every shift begins with a ToolBox Talk covering the day's steps from this MS, the JHSA controls, gas test results, emergency muster & roles. All equipment pre-start checklists (Crawler, Hydro-Jet, Centrifuge, Compressors, BA systems, hoses & couplings) are completed & filed before Work starts.

4.4.5 Step-By-Step Tank Cleaning Methodology

The cleaning of each Tank proceeds in six (6) Phases. Phases 2 to 4 run concurrently once established – the Crawler & Hydro-Jet feed Sludge to the Mono-Suction / Vacuum Recovery train, which feeds the external Centrifuge & Oil / Water Separator continuously across both 12-hour shifts.

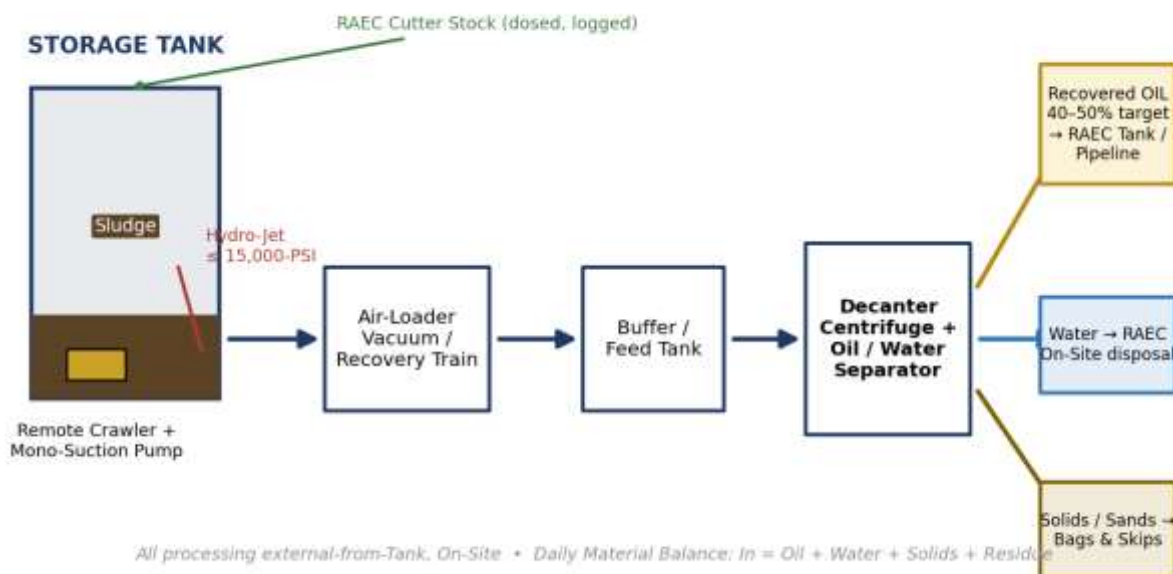


Figure 1 – Semi-Auto Tank Cleaning & Oil Recovery Process Flow (External-from-Tank Processing)

Phase 1 – Equipment Rig-Up at the Tank:

- Step 1. Position the Centrifuge & Oil / Water Separator skids,** Air-Loader Vacuum unit and pump spread in the Laydown Area (**50 – 100-M from the Tank shell**), on drip trays / bunded mats, and bond & earth all skids.
- Step 2. Rig-certified Suction & Discharge Hoses (2", 3" & 4")** from the selected bottom Manway to the Recovery Train and onward to the Centrifuge feed tank. Pressure-test the Hydro-Jet hose spread to 1.25 x Working Pressure and function-test all Dead-Man / Auto Shut-Off controls and Emergency Shut-Off buttons.
- Step 3. Erect the Manway access platform,** mount the Manway cone / door-sheet adaptor (allowing the Crawler umbilical, suction hose & Hydro-Jet lance to pass while restricting vapour egress), and stage the CSE Rescue set even though Phases 2 – 4 are No-Entry (**Defence-in-Depth**).
- Step 4. Confirm Communications:** dedicated radio channel between Crawler / Hydro-Jet Operators, Field Supervisor, Fire Watch, Centrifuge Operator & Skip Handlers; test Emergency Sirens.

Phase 2 – Bulk Sludge Recovery (Air-Driven Test & Ramp-Up):

- Step 1. Utilizing the Air-Driven Equipment first,** select the deepest Sludge area identified by the Drone Sludge Profile and test the Air-Loader & pumping capacities on flowable Sludge nearest the Manway. Record achieved Sludge Recovery rates (**M³ / HR**) – this fixes the realistic daily production rate for the Tank.

- Step 2. Where Sludge is free-flowing**, continue direct vacuum / mono-suction recovery from the Manway, working inward along planned suction lanes. Transfer all Recovered Sludge directly to the Centrifuge feed / buffer tank – never to open ground.
- Step 3. Where Sludge will not flow**, inject Renaissance Cutter Stock in controlled, logged batches at the recirculation points and allow contact / soak time; re-test flowability before each recovery run. Escalate dosage stepwise rather than flooding the Tank – excess Cutter Stock dilutes Recovered Oil quality and inflates processing volumes.

Phase 3 – Remote Crawler & Hydro-Jet Operations (Semi-Auto & No-Entry):

- Step 1. Insert the Remote Crawler through the selected 28-Inch bottom Manway** using the davit / handling frame. Verify camera, lights, track drive & suction head function inside the Tank before releasing it to work.
- Step 2. Drive the Crawler along Pre-Planned Lanes from the Manway** toward the far shell, pushing / suctioning Sludge to the Mono-Suction Pump pick-up. The Operator works from the remote console outside the Tank with continuous camera view; the second Operator manages the umbilical & hoses at the Manway.
- Step 3. Deploy the Remote Hydro-Jet ($\leq 15,000$ -PSI with Blasting Nozzle)** to cut & fluidize consolidated Sludge banks ahead of the Crawler and to wash Sludge off internal structures (**columns, coils & sumps**). Jetting is performed remotely (**lance through the Manway cone or Crawler-mounted**), never hand-held inside a non-gas-free Tank. Maintain the jetting Exclusion Zone; only the trained Operators handle the gun / lance, with the Dead-Man Control live at all times.
- Step 4. Test & Record the alacrity of the Sludge Removal & Handling Process** during the first 3 – 5 operating days; identify the worst Sludge conditions in the Tank. This data confirms the Project Duration Schedule for the Tank and whether any SOW & Cost Variation is necessary – if so, submit it to Renaissance immediately.
- Step 5. Continue Crawler / Hydro-Jet / Vacuum Operations** across both shifts until the floor is reduced to a thin residual film & non-pumpable heel only. Rotate the back-up Crawler / Hydro-Jet into service during maintenance windows so Oil / Sludge Recovery never stops, except for planned servicing.

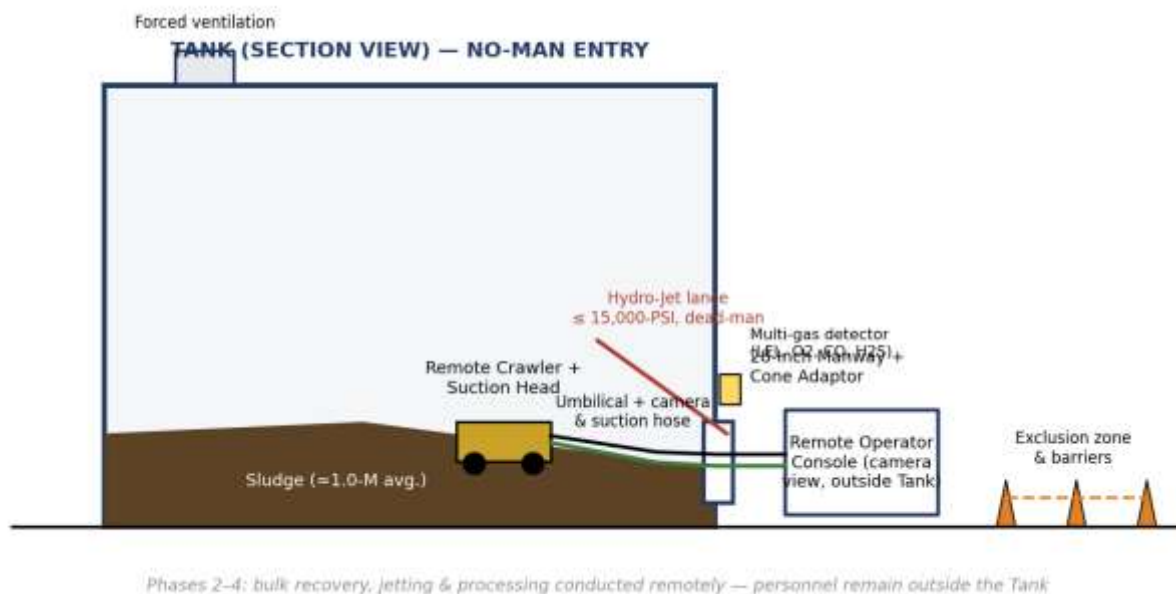


Figure 2 – Remote Crawler & Hydro-Jet Operations through the 28-Inch Manway (No-Man Entry)

Phase 4 – External Sludge Processing & Oil Recovery:

- Step 1. Feed Recovered Sludge from the Buffer Tank to the Decanter Centrifuge** at a controlled, steady rate. The Centrifuge splits the stream into (a) Solids / Sands, (b) Oily Water, and (c) Recovered Oil-rich phase. Test & record the operational capacity of the Centrifuge & Oil / Water Separator on Sludge-Oil Recovery % during the first operating week and tune feed rate, temperature (*via Cutter Stock ratio*) and differential speed to maximize Oil yield.
- Step 2. Route the Oil-rich phase through the Oil / Water Separator** for final polishing. Recovered Oil meeting the agreed BS&W specification (< 5-8%) is transferred to the Renaissance-designated On-Site Containment Tank / receiving

pipeline. Sample & retain a sealed sample of every transfer batch; record volume, time & BS&W on the Oil Recovery Log countersigned by Renaissance Representative.

Step 3. Discharge separated Water to the Renaissance-designated On-Site Water Disposal Facility only after visual & (where required) analytical verification; discharge Solids / Sands to 1-Tonne woven bags and/or Renaissance-provided 2.3-M³ lockable Skips for the Renaissance-designated Repository.

Step 4. Maintain the running Material Balance daily: Sludge recovered (**In**) vs. Oil + Water + Solids + Residue (**Out**), with Cutter Stock volumes credited. The Project Target is 40% – 50% of Sludge volume recovered as Oil; the daily balance is the evidence base for that KPI and for Renaissance billing.

Phase 5 – Final Manned-Entry Mopping & Polishing:

Step 1. When remote recovery is complete, re-ventilate and perform Final Tank Clearance Atmosphere Testing at multiple points & elevations. Entry is only approved when sustained readings meet published herein Entry Criteria, witnessed by the Renaissance On-Site HSE Officer, and a Confined Space Entry (**CSE**) Permit is issued.

Step 2. Manned Entry is made through the bottom Manway under the CSE Permit: a maximum of six (**6**) Entrants in-Tank per shift (commencing with three (**3**) and scaling to six (**6**) only where the Tank atmosphere, visibility & footing are confirmed amenable), each on supplied breathing air (**Mariner 320-E BA System**) with a personal escape set, harness & lifeline where practicable. The Confined Space Attendant maintains the Entry Log continuously; the 3-Man RAT remains rigged & standing by at the Manway for the full duration of every Entry; and, Entrants are rotated to prevent exhaustion.

Step 3. Entrants squeegee, scrape & mop residual film to the suction points using brass non-sparking tools; the Flapper / Sandpiper pumps and the Air-Loader take away washings. Low-pressure washdown (and spot Hydro-Jetting at reduced pressure under a specific permit) is applied to floor & lower wall staining; and, sump & drain lines are cleared & flushed.

Step 4. Continuous Gas Monitoring runs throughout every Entry (**attendant-side & in-Tank personal monitors**). Any alarm, BA fault or Siren = immediate, orderly evacuation and PTW suspension; Re-Entry only after re-testing & Permit revalidation.

Step 5. On completion of Mopping / Polishing, perform the Initial Tank Conditions Assessment jointly with Renaissance (**floor, shell, roof underside & internals**) and photograph all surfaces with the intrinsically-safe camera for the Tank Closure dossier.

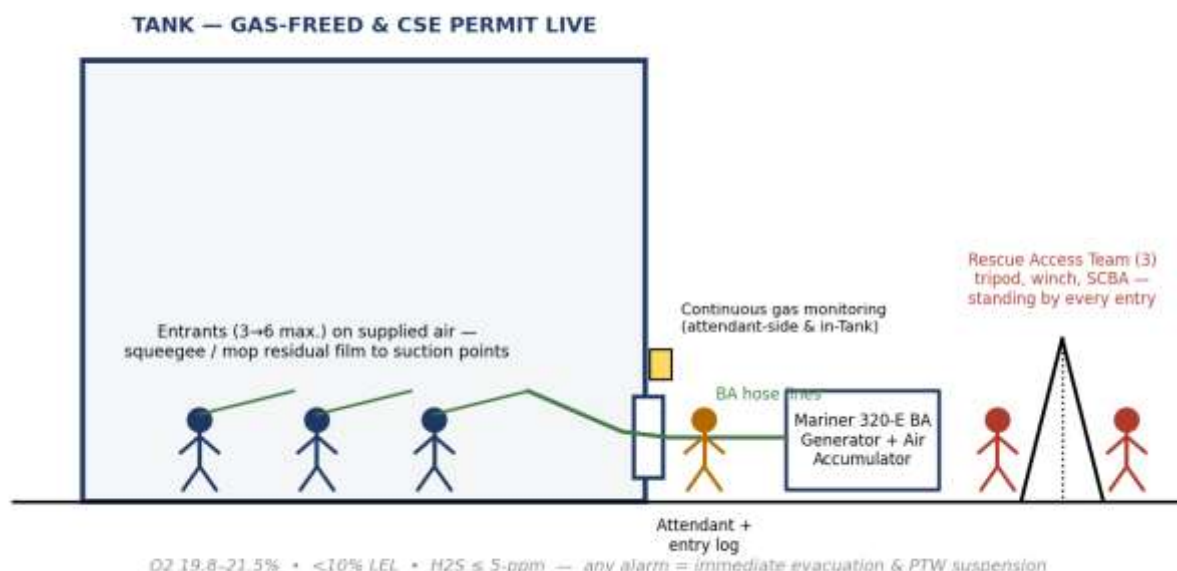


Figure 3 – Final Manned-Entry Arrangement: Entrants on Supplied Air, Attendant & Standing RAT

Phase 6 – Inspection, Acceptance & Tank Closure:

Step 1. Perform Final Housekeeping: remove all tools, hoses, lighting & temporary equipment from the Tank; final air monitoring & cleanliness check; leave the Tank in the agreed condition (**visually clean, oil-free surfaces, sumps empty**) ready for Renaissance's inspection / maintenance programme.

Step 2. Invite Renaissance for the Joint Inspection Team (JIT) evaluation of the cleaned Tank. Close out any punch items same day where practicable, obtain Closure Approval and the Certificate of Work Completion (**COWC**) from Renaissance.

Step 3. Document all Waste Turn-Over Volumes & final delivery / disposal locations; reinstate Manways / fittings as directed by Renaissance; demobilize or move to the next Tank per PO.

4.4.6 **SWDA On-Site Waste Management & Material Balance**

SWDA's Waste Management scope is strictly On-Site. Renaissance provides all Waste Skips, Vacuum / Flat-Bed Trucks, all Off-Site Transport, and all Off-Site Treatment / Disposal, together with the On-Site facilities for recovered Water disposal, the Solids / Sands Repository and the recovered-Oil Containment Tank / Receiving Pipeline. SWDA shall nonetheless confirm & document Waste Management On-Site, with recorded volumes for every stream:

STREAM	SOURCE	DESTINATION (ON-SITE)	DOCUMENTATION / NOTES
Recovered Oil	Centrifuge + Oil / Water Separator	Renaissance On-Site Containment Tank / Receiving Pipeline	Oil Recovery Log; batch samples; Renaissance countersignature; KPI = 40% – 50% of Sludge Volume
Recovered Water	Separator Water Leg + Final Rinse Water (Treated On-Site)	Renaissance-designated On-Site Disposal Location	Daily Volume Log; Verification before Discharge
Recovered Solids / Sands	Decanter Centrifuge Solids Discharge + Manual Mop-Up	1-Tonne Woven Bags / Renaissance Skips to Renaissance-designated Repository	Bag / Skip tally sheets; Weighbridge or Volumetric Estimate
Residual Sludge Residues	Non-Recoverable Heel & Filter Residues	Renaissance Skips for Renaissance Off-Site Transport / Treatment / Disposal	Estimated at ~30% of the average 1,500-Tons per Tank (≈ 450-Tons), i.e. ~7.5-Tons / Day over 60 days or ~15-Tons / Day over 30 Days
General / Camp Waste & Used PPE	Site & Welfare Operations	Segregated Waste Bins to Renaissance-approved Waste Stream	Weekly Log

All Waste Movements off the pad are recorded on Turn-Over Notes signed by both SWDA & Renaissance, and the consolidated volumes are reported in the Daily & Monthly Progress Reports and the Final Project Closure Report to Renaissance & NUPRC.

5.0 **SWDA – Schedule, Production & Variation of the Works**

Planning durations per the 18-Tank List range from 15 Days (**Tank 901, Forcados**) to 60 Days (**the 100,000-M³-Class COTs**), totalling approximately 640 Cleaning Days (**~1.83 Years**) across the 18 Tanks, excluding inter-site moves. For the average 40,000-M³ Tank with ~1,500-Tons of flowable Sludge and 28-Inch Manways, the Best-Case Scenario (**Sludge < 1.0-M deep, flowable & amenable atmospheres**) is 35 – 45 days; the Contract-Budget Case requires 30 Days, and the Conservative Case is 60 Days. The 30-Day Case is only achievable where the Best-Case Conditions hold, and dual-shift production is uninterrupted – hence the emphasis in this HSE Plan is on Early Production Testing in Phases 1 & 2.

- **Days 1 – 3:** Rig-up, Drone Assessment, Gas-Freeing, PTW – no production expected;
- **Days 3 – 7:** Air-driven & Crawler production trials at the deepest Sludge area; recovery-rate & Oil-yield data captured; duration re-confirmed;
- **By Day 7:** Re-evaluate job duration & the availability of additional Semi-Auto equipment; if required, provide Renaissance an all-encompassing Variance immediately to ensure completion on budget & schedule;
- **Day 30 (Average Tank, 50% Completion):** Crew Rotation & Consumables Replenishment Run, with a progress & schedule-adherence report;
- **Continuous:** Observe all Semi-Auto Equipment Efficiency with an eye to maximize efficiency & minimize job days across the Crawler, Hydro-Jet, Centrifuge & Separator operations.

6.0 **SWDA – HSSE Management System (Plan, Do, Check & Adjust Improvement Cycle)**

6.1 **Leadership & Commitment**

South West Design Africa Limited's (**SWDA**) Leadership Commitment to Safety in the Contract shall be demonstrated by providing all the necessary resources and support needed for the following:

- CEO / Management Leadership by Example & Field Visits
- Weekly Safety Meetings
- Required Resources for HSSE Activities
- Proper HSE / PPE Equipment Provision
- Personnel Training & Certification
- Equipment Calibration & Certification
- Timely Management Reviews
- Defined & Quality Procedures
- Quarterly Management Field Visits
- Internal Audits & Follow-up
- Timely Accident & Incident Investigations
- Awards & Incentive Schemes

6.1.2 **Personnel Engagement around Renaissance Africa Energy Company's HSSE Rules**

South West Design Africa Limited (**SWDA**) Staff shall be engaged around Renaissance HSSE rules through Induction, ToolBox Talks, Pre-Tour Meetings, Safety Meetings, JHSAs, Posters & Signage, LFI and other related Meetings such as Assist and Assure.

6.2 SWDA's Corporate HSSE Policies:



6.2.1 - SWDA HSE POLICY

HEALTH, SAFETY & ENVIRONMENT (HSE) POLICY STATEMENT

The Health and Safety at Work etc., Act 5.2 (3) (**HASAWA**), 1958, stipulates that; "it shall be the duty of every employer to prepare as often as may be appropriate, revise and issue a written statement of its general policy in respect to the Health and Safety at Work & for the Health, Safety and Environment of the employees and the organization, and bring any revision of it to the above".

SOUTH WEST DESIGN AFRICA LTD. (**SWDA**) hereby has reviewed and issues a revision to the 1997 Policy to meet the requirements of the 2000 HSE - Management System (**SWDA HSE-MS**). SWDA has a structured approach to HSE Management Systems, which is designed to ensure compliance with the law and to achieve continuous performance improvement, set targets for improvement and measures, appraises and reports performance, requiring its Subcontractors to manage HSE in line with this HSE Policy, including HSE Performance in the appraisal of all Staff and rewards accordingly.

It is our Policy to provide and maintain a safe working environment for our employees, who are our most valued assets. The safety of our employee is our utmost priority and all safety equipment must be provided before any job is carried out. All Staff of SWDA shall be medically fit. We shall maintain appropriate insurance against any liability that may result in the case of any personnel suffering occupational disease or any impairment to health resulting from our operation. The Company's Retained Medical Clinic shall handle all routine medical care and emergency cases.

As an essential part of the overall Company's management, SWDA takes responsibility of security of all personnel, Client's representative and third parties at all our work sites and premises. In carrying out our operations, SWDA shall plan and execute them in such a manner as to eliminate adverse effects or impacts on the environment. Our operations shall be essentially environmentally friendly.

SWDA shall identify with the needs and aspirations of his / her Clients and the Host Communities in the execution of its operations. We shall liaise with Clients, Host Communities, relevant government departments and others to ensure safe and peaceful working environments. Harmonious relationships shall be maintained with Clients and Communities. Where there are conflicts, peaceful dialogue shall be employed to resolve areas of disagreement. Strict adherence to these Policies is required.

Strictly Endorsed by:

Gliffeth Wonuigwe
SWDA CEO / MD
1st July, 2026



6.2.3 - SWDA HSE PERSONAL PROTECTIVE EQUIPMENT (PPE) POLICY

The Personal Protective Equipment (**PPE**) Usage Policy of **SOUTH WEST DESIGN AFRICA LTD. (SWDA)** is to provide relevant and high quality Personal Protective Equipment, such as coveralls, safety shoes, safety rain-boots, hardhats, hand gloves etc., for all personnel engaged in her operations.

The Management shall continually enforce the effective use and maintenance of the PPE, which also entails regular site audits, encouragement by giving awards to personnel and replacement of any defective or over-used PPE.

Site Safety Advisors, as well as Supervisors, shall continually monitor compliance to this Policy. Strict adherence to this SWDA HSE & Environmental Policy is strictly required.

Strictly Endorsed by:

Gliffeth Wonuigwe
SWDA CEO / MD
1st July, 2026

6.3 HSE Policy & Strategic Objectives

South West Design Africa Limited (SWDA) Policies and Strategic Objectives shall be defined, deployed and maintained at all operation levels of the Contract in accordance with all Renaissance requirements.

6.3.1 HSE Policy Communications

The Company's HSSE Commitment & Policy shall be communicated via its Safety Bulletin Board & Induction Meetings, such as: Weekly Safety Meeting, Pre-Tour meetings, E-Mails, JSHAs & ToolBox Talks. Policy Statements shall be visibly displayed on strategic bulletin boards at the Project Site & Base Office, as well as the Company's HSE & Safety Handbooks, to be disseminated to All Project Staff.

6.3.2 HSSE Objectives Development

HSSE Objectives are to create an integrated and systematic approach for ensuring the safety and health of personnel and the environment, while at the same time successfully managing the Company's business / contract. SWDA will develop HSSE Objectives in this Contract in accordance with the level of performance in its previous year's HSSE Objectives and in accordance with the Client's Contractual Targets for previous projects and contracts.

6.3.3 Annual HSSE Targets

SWDA shall set Annual HSSE Targets to drive Continuous Quality Performance on the Contract by ensuring that previous year's performance outcomes, tasks and Targets are dead on its KPIs, which are clearly reviewed by Management, After Action Review, Client's requirements, statutory requirements and financial requirements considered, while identified key result areas and problems are monitored to drive Continuous Improvement, and this shall be applicable in this Contract.

6.4 SWDA Project Organization, Resources & Responsibilities (Appendix B)

6.4.1 Staff Induction

SWDA shall ensure that all Project Personnel undergo the mandatory Renaissance Africa Energy Induction prior to Mobilization to the Tank Cleaning Site. On-site Induction for personnel, visitors, new arrivals and old personnel shall be conducted on any & every entry into site.

For new workers, there shall be a structured HSE Induction session to familiarize them with the site, and this will culminate in a one-on-one session between the worker(s) and their immediate supervisor.

For returning workers, there shall be a briefing on the Transition to Work, Safe Work processes, Goal Zero Supervision, current operations, current Key HSE Risks and any relevant news or Incident Learning since they were last on site.

6.4.2 Personnel Positions, Competence, Roles & Responsibilities

Below are the details of positions, competence, roles and responsibilities of personnel that will be used in the execution of the Renaissance Tank Cleaning Contract by SWDA:

Position	Minimum Competence	Roles & Responsibilities
Project Manager	Engineering Degree / HND, relevant Tank Cleaning / Project Management experience	Overall Contract execution, Client liaison, Resource allocation, Quality, Schedule & HSSE performance.
Operations Manager	ATC / Oil & Gas Operations experience	Direct Field Operations & coordinate Manpower & Equipment.
HSSE Manager/Lead	NEBOSH / ISPON or equivalent, HIRA / JHSA Competence	Implement HSSE Plan, Audits, Inspections, Incident Investigations & Client Reporting.
Project Engineer	Engineering Qualification	Technical Planning, Method Statements & Engineering support.
Planning Engineer	Primavera / MS Project Competence	Planning, Scheduling & Progress Reporting.
QA / QC Engineer	QA / QC Certification	Inspection, ITPs & Quality Documentation.

ATC Supervisor	Experience Supervising ATC Operations	Supervise Automated (Or Semi-Auto) Tank Cleaning activities.
Mechanical Supervisor	Mechanical Maintenance experience	Manage Pumps, Hoses, Generators & Mechanical Equipment.
Oil Recovery / Process Operator	Oil Recovery Systems Competence	Operate Oil Recovery & Processing Systems.
Sludge Treatment Operator	Waste Treatment Competence	Manage Sludge Treatment & Handling.
HSE Officer	HSE Certification	ToolBox Talks, Inspections & PTW Monitoring.
Environmental Officer	Environmental Management Training	Waste, Spill Prevention & Environmental Compliance.
PTW Coordinator	Permit-to-Work Competence	Coordinate Permits & Isolations.
Gas Tester	Authorized Gas Testing Certification	Atmospheric Testing & Monitoring.
Lifting Supervisor	Lifting Operations Certification	Supervise Lifting Activities.
Rigger / Banksman	Certified Rigger / Banksman	Rigging & Signalling.
Equipment Operators	Task-specific Equipment Competence	Operate ATC Equipment Safely.
Generator / Mechanical Technician	Mechanical / Electrical Trade Qualification	Maintain Generators & Support Equipment.
Driver / Journey Coordinator	Valid License & Defensive Driving	Transport Personnel / Equipment & Manage Journeys.
Medic / Paramedic	Registered EMT / Medical Qualification	Emergency Medical Support.
Storekeeper	Inventory Experience	Control Materials, PPE & Tools.
Document Controller	Document Control Experience	Manage Project Documentation.
Security Coordinator	Industrial Security Experience	Coordinate access Control & Security.

6.4.3 General Personnel Competency Requirements

- Valid Medical Fitness (**Fit-For-Duty**) Certificate
- Oil & Gas HSE Induction
- Renaissance Site Induction
- BOSIET / OSP Certification / Permit
- Permit to Work Awareness
- HIRA & JSHA Training
- Emergency Response Training
- Role-specific Technical Competence & Certificates
- Defensive Driving (Drivers), Gas Testing, Lifting & Confined Space Entry (**CSE**) Training, where applicable

6.4.4 Management of Organization Change (MOC)

South West Design Africa Limited (**SWDA**) Management of Change (**MOC**) procedure shall be used to effect, manage and communicate organizational change, if it takes place in the Contract, relating to key positions requiring competence assurance.

Changes relating to Client's operations, introduction of new equipment, change in Company's procedure(s), operations-induced high risk assessment and personnel change, must be discussed and agreed with the Contract Holder / Company Representative and site superintendent, before implementation. A detailed Risk Assessment must be carried out, and duly signed by authorized and concerned personnel, before a change of this nature can be made.

6.4.5 Communication of the Organizational Change

This Organizational change shall be communicated through E-Mails, Internal Memos, Safety Bulletin Boards, Induction Processes and Meetings, such as Weekly Safety Meetings, Official WhatsApp Meetings, Pre-Tour Meetings, JSHAs and ToolBox Talks.

6.4.6 HSE Communications Plan

The Site Communications Plan (**SCP**) for the Project will be through HSSE Meetings, Newsletters, Posters, Stickers, Safety Statistics Boards, Annual HSE Plan, MFI, Audits and Programmes, Emergency Alarm Systems and Signals, Site Signage, Videos, E-Mails, etc.

The followings are the Communication Plans during the Project:

- HSE Meeting Plan
- Emergency Drill Plan
- Audit / Inspection Plan
- MFI Schedule

The Meetings shall be scheduled as shown in the Table below:

Meeting	Attendance	Frequency	Leader
Kick-Off Meeting	South West Design Africa Limited (SWDA) Representatives	Once	Ops Manager
Pre-Mobilization Meeting	Client & SWDA Representatives	As Required	As Required
Pre-Tour Meeting	Crew Members	Per Shift	Supervisor
Toolbox Meeting	Crew Members	Per Operation	Team Lead
Daily Operations Meeting	Client Rep & Sectional Supervisors	Daily	Company Man
Weekly HSSE Meeting	POB	Weekly	Company Man
Project Review Meeting	Client & SWDA Representatives	Once	Operations Manager

6.5 SWDA HSE Risk Management Procedures

SWDA shall continually evaluate the HSSE Risks to our workforce, customers, assets and the environment. Comprehensive Risk Assessments using the Hazard and Effect Management Process (**HEMP**) shall provide the necessary information to Reduce these Risks and Mitigate the Impacts on our operations to As Low As Reasonably Possible (**ALARP**) Levels.

The Company shall implement a structured Risk Management process throughout the execution of the ATC Contract to identify hazards, assess risks, implement controls and continually review the effectiveness of those controls.

6.5.1 HSE Risk Management Process

6.5.1.1 Step 1 – Hazard Identification

Identify Hazards before and during every task through HIRA, JSHA, site inspections, ToolBox Talks and workforce consultations.

6.5.1.2 Step 2 – Risk Assessment

Assess each Hazard considering likelihood and consequence using the Company Risk Matrix to determine the risk level.

6.5.1.3 Step 3 – Risk Control

Apply the Hierarchy of Controls: Elimination, Substitution, Engineering Controls, Administrative Controls and Personal Protective Equipment (**PPE**).

6.5.1.4 Step 4 – Communication

Communicate identified Hazards and controls during Inductions, Pre-Job Meetings and ToolBox Talks.

6.5.1.5 Step 5 – Monitoring

Monitor the effectiveness of controls through inspections, audits, behavioural observations and management safety tours.

6.5.1.6 Step 6 – Review & Improvement

Review Risk Assessments after incidents, significant changes, new Hazards or Client feedback and update HIRA / JSAs accordingly.

6.5.2 Major Contract Risks & Mitigation Controls

Hazard	Potential Consequence	Key Mitigation Controls
Flammable Atmospheres	Fire / Explosion	Gas Testing, PTW, Ignition Source Control & Intrinsically-Safe Equipment
Tank Isolation Failure	Product Release / Injury	LOTO, Isolation Verification & Permit Approvals
Residual Sludge & Hydrocarbons	Exposure / Fire	ATC or Semi-Auto Technology, Safe Handling Procedures & Monitoring
Equipment Failure	Injury / Delays	Preventive Maintenance, Pre-Use Inspection & Competent Operators
Pressure Hoses / High-Pressure Systems	Injection Injury	Certified Hoses, Exclusion Zones & Inspections
Lifting Operations	Dropped Objects	Lift Plan, Certified Lifting Gear & Competent Lifting Team
Vehicle Movements	Collision	Journey Management, Trained Drivers & Speed Limits
Environmental Spill	Pollution	Spill Prevention, Containment, Spill Kits & Waste Management
Heat Stress	Illness	Hydration, Work-Rest Regime & Proper Supervision
Security Threats	Personnel Risk	Security Plan, Access Control & Emergency Communications

General HSE Responsibilities:

- Management shall provide resources for effective Risk Management.
- Supervisors shall ensure HIRAs and JSHAs are completed before Work starts.
- Employees shall comply with identified Control Measures and Stop Work, if conditions become Unsafe.
- HSSE Personnel shall monitor Compliance and facilitate Continual Improvement.

6.6 SWDA HSSE Planning & Procedures

6.6.1 Health:

SWDA is committed to conducting its operations in a manner that ensures the health and well-being of all employees, contractors, and third parties. Our management will continually review, update, and implement necessary measures to safeguard the health of all personnel involved in this project.

6.6.2 Safety:

SWDA firmly believes that all injuries are preventable. Throughout the duration of this contract, we will actively promote a strong culture of safety awareness and compliance. We are committed to providing high-quality equipment, comprehensive training, and appropriate Personal Protective Equipment (PPE) to all personnel. In addition, robust emergency response plans are in place to address any health and safety incidents effectively.

6.6.3 Environmental Impacts:

SWDA shall minimize emissions and the discharge of waste materials that may negatively impact the environment. We will adopt advanced technical procedures and operational practices to ensure the safe use of all equipment and protect the environment in compliance with relevant local and international regulations.

6.6.4 Contractual HSE Targets:

- Zero Lost Time Injury (**LTI**)
- Zero Damage to Assets
- Zero Environmental Spills or Leaks

6.6.5 List of Specific Operational Procedures

List of specific Operational Procedures that act as “Control and Recovery Measures” identified in the “Risk Assessment Procedures” section above are as follows:

- Audit & Inspection Procedures
- Lifting & Hoisting Procedures
- Management of Change (**MOC**) Procedures
- Contractor Management Procedures
- Confined Space Entry (**CSE**) procedures
- Permit to Work (**PTW**) Procedures
- Drill Plan & Procedures
- PPE Procedures
- Emergency Response (**ER**) procedures
- Incident Investigation Procedures
- Work at Height Procedures
- Fatigue Management Procedures

6.6.6 List of Available Task Risk Assessments

- Assist & Assurance Coaching
- Trip / Pre-Job Safety Talk
- Noise Map
- MSDS / SHOC Cards
- Hazop / Hazid Technique
- JHSA
- HEMP
- Risk Matrix
- Permit to Work (**PTW**)

6.7 SWDA Fatigue Management HSE Procedures

It is commonly known in the Nigerian Oil & Gas Industry that properly cleaning Above-Ground Petroleum Storage Tanks (**ASTs / PSTs**) is a very arduous & dangerous Job. In addition to that, due to the extreme temperatures & harsh atmospheres within these Tanks, Fatigue Management Procedures (**FMPs**) must be acknowledged, planned for & monitored closely. To meet these challenges, SWDA has put the following Fatigue Management Procedures & Measures in place:

- Fatigue Risk Assessments ensure Fatigue Hazards are identified, assessed and controlled.
- A Fatigue Risk Assessment must be completed when:
 - Total Hours of Work exceed 14 in a single shift;
 - Total Hours of Work over a 4-Week period will exceed an average of 56 per Week;
 - Less than 10 Hours Break is taken between consecutive shifts; and,
 - Greater than 1 Call-Out within a 24-Hour period.
- A Fatigue Risk Assessment should be completed for all shift rosters.
- Calculation of Working Hours must include commute time to and from Work.
- Calculation of Working Hours must include On-Call periods.
- General Manager approval is required for all Work exceeding 14 Hours per Day.
- All Personnel are required to complete Fatigue Awareness Training periodically.
- All Personnel have the Responsibility to identify and manage their own Fatigue Levels.
- All Personnel have the “Authority to Stop Work”, if they believe they (or others) are Fatigued.
- Personnel are entitled to 14 Days Off, after 28 Days of an On-Site Tour.

6.8 SWDA & Subcontractors / Vendors Operational & HSE Agreements

SWDA acknowledges that this Tank Cleaning Project shall be closely administered in accordance with all Renaissance, Nigerian Regulatory Agencies & International Standards and BACT / GBP Best Practices. In order to ensure that these same high standards are also held to all of our Project Subcontractors and Vendors, SWDA’s Quality Assurance / Quality Control (**QA / QC**) Department levies these same strict requirements to all Project Subcontractors and Vendors. The SWDA QA / QC Department acts independently from other SWDA departments with the QA / QC Manager as the Lead. The Manager of QA / QC function has got the necessary authority and freedom of initiative to check that the Quality System & those of our Subcontractors & Vendors are correctly implemented, consistently followed and to propose and start any corrective action whenever deemed necessary. In addition, periodic Audits & Inspections are undertaken to “Spot Check” that these QA / QC Procedures are being followed by our Subcontractors and Vendors.

Therefore, SWDA has approached all of our proposed Project subcontractors and Vendors and agreed with them that SWDA shall require & closely monitor the activities, goods & services provided by these Subcontractors and Vendors to insure that they mirror all our Project requirements, standards & regulations to the letter, and they have agreed.

SWDA shall ensure that all Subcontractor and Vendor personnel engaged in services in all our contracts shall remain medically fit throughout the duration of the contract. We will be prepared to present certificates of medical fitness on all personnel as well as our equipment certificates. We have in place the services of a Safety Manager and a Project Manager who will ultimately be responsible for Subcontractor & Vendor Safety and compliance in all our operations. The Project Manager shall also have experienced safety officers that are well acquainted with Client’s safety regulations will ensure that all proper work permits and complementary certificates are obtained prior to commencement of work and shall keep them up to date daily and ensure that all safe working practices are observed during the execution of this Contract.

We shall also insist that all our Subcontractor & Vendors comply with all such policies, rules / regulations aimed at preserving and safeguarding life, property and environment. We shall ensure strict compliance with all of Renaissance rules, regulations & standards, as well as the Client’s Drug / Alcohol Policy at all times and develop awareness of the consequence of any violations.

SWDA shall also require our Subcontractors and Vendors to take up equivalent and commensurate levels of Accident / Workmen's Compensation / Full Indemnity Insurance Policies for their workers against any occupational disease or any other impairment to health or injury by accident. We shall also ensure that properly skilled, experienced and suitable personnel perform the work in a safe manner to the required standard using good working practices; and that materials supplied will be new, free from defects and suitable for the intended purposes. We shall ensure that work does not commence unless all essential safeguarding systems including procedures are in place. We shall provide all necessary personnel, equipment and facilities to ensure that work site is kept secured at all times. All wastes will be removed from camp area and disposed of in a safe manner. We shall intensify the "on-the-job" training and formalized training and monitoring to also ensure that all our Subcontractors and Vendors have provided equivalent Training & Certifications for their workforce as well.

SWDA – Subcontractors’ HSE Assurance Measures

S/N	Activity	Deliverable	Action Party	When
1	Kick-off Meeting with Subs & Vendors to review and confirm Scope of Work, HSE Risks & Required Sub / Vendor Resources.	Minutes of Meeting	SWDA Operations Manager / Sub & Vendor COOs	Before Mobilization
2	HSE Workshop / Required HSE Training for Sub & Vendor agreed SOW & Standards.	Training Records	SWDA Ops Mgr. & Subs & Vendors COOs & HSE Managers	Before Mobilization
3	Inspect & Confirm all Required Subs & Vendors Certificates & Qualifications.	Records of verification	SWDA Ops Manager & Subs / Vendor Ops Mgr.	Before Mobilization
4	Check & Confirm the HSE Capability of all Subs & Vendors.	Records of HSE Assessments	SWDA Ops Mgr. & Subs / Vendors Ops Mgr.	Before Mobilization
5	Check & Confirm the Suitability & Integrity of Subs & Vendors Required Plants, Tools, Equipment, etc.	Pre-Mob Certificate	SWDA Ops Mgr. & Subs / Vendors Ops Mgr.	Before Mobilization

6.9 SWDA Project Security Management Procedures

In order to maintain tight & vibrant Security at all times of SWDA Site Operations, Mobile Policemen will be used in the movement of personnel / equipment to and from the Project Site, and at all Critical Junctions. There will be no Night Journeys (movement after 1800 HRS). See SWDA’s Project-specific Security Enhancement Plan (**SEP**) submitted separately.

6.10 SWDA Project HSE Training Measures & Procedures

SWDA has always and shall continue to ensure that all our Project Workers (and those of our Project Subs & Vendors) shall be exposed to the appropriate HSE Training prior to any On-Site Work commences. SWDA shall provide the following Basic & Specific HSE & professional Training, as depicted below:

Project Training Description	Evidence of Training (provide Documentation On-Site)
Basic HSE Induction / Orientation	Induction Records
Advanced Fire Fighting Training	Training Records
First Aid Training	Training Records
Permit To Work (PTW) Training	Training Records
PPE Usage & Maintenance Training	Training Records
Confined Space Entry (CSE) Certifications	Training Records
Respirator Fit Testing & Use Training	Training Records
Gas Detector Use & Testing Training	Training Records
BOSIET & OSP Certifications	Training Records
Fatigue Awareness Training	Training Records

6.11 SWDA Emergency Response Plans & HSE Procedures (ERPPs)

SWDA acknowledges that the performance of this Renaissance Tank Cleaning Project shall be governed by all of Renaissance, Nigerian Regulators & International Standards & Practices; however, one must also plan for any eventualities, just in case an accident, incident or spill occurs during the implementation of this Tank Cleaning Project.

Therefore, SWDA has instituted various Emergency Response Procedures & Plans (ERPPs) for the Organization and for the Worksite, which shall cover the following: Fire Emergency Response (FERPs) and Security Emergency Response (SERPs) and Medical Emergency Response (MERPs) procedures in place to safeguard the environment, safety of our Workers, those of our Clients & those of our Host Communities at all times.

6.11.1 SWDA Fire Emergency Response Procedures (FERPs)

As part of our SWDA Project Emergency Response Plans (ERPs) geared towards creating a safe workplace in line with OSHA and International Best Practices, our Fire Emergency Response Procedures (FERPs) are as follows;

Upon noticing any **Smoke or Fire Outbreaks** by anyone, the person shall:

- Raise Alarm by shouting: **“Fire! Fire!! Fire!!!”**;
- Switch on the Fire Alarm Siren;
- Attack the Fire with available Fire-Fighting Equipment;
- The Fire Wardens should go into the Offices / Site to see if any people are trapped in the Fire;
- If the Fire is uncontrollable, exit the scene / site quickly, closing all doors and windows (if applicable);
- Assemble at the Mustering Point for head count and next line of instructions;
- The Access Control / Security Men should open the gate so that there could be Access for Evacuation;
- Nobody should be allowed access into the site by the Access Control / Security Men; and,
- While assembling at the Mustering Point, the First Aiders, should go along with the First Aid Boxes in case of injury.

6.11.2 SWDA Security Emergency Response Procedures (SERPs)

As part of our SWDA Project Emergency Response Plans (ERPs) geared towards creating a safe workplace in line with OSHA and International Best Practices, our Security Emergency Response Procedures (SERPs) are as follows;

In an event of a **Security Emergency** on Site or in the Camp:

- The nearest person raises Alarm – **“Security Invasion! Security Invasion!! Security Invasion!!!”**, either aloud or Via Radio, mentioning the Incoming Direction of the Invasion or Security Incident;
- This informs the Regional Security Services (RSS) and the Security Team through the Site Radios, who swings into action immediately;

- The RSS activates the Muster Point Procedure into the Safe Haven or behind safe solid structures at Work area, if not too far from the Safe Haven through the Site Security Alarms and supervises personnel head count and debriefing;
- The Security Team (**Army**) immediately Swings into Action by wading off the Invaders and bring the situation back to normalcy; and,
- If the situation is beyond Site Control, RSS / DSV informs the Renaissance Security Team in the Base on Ext. 7998, for further reinforcements, if required.

6.11.3 SWDA Medical Emergency Response Procedures (MERPs)

As part of our ERP geared towards creating a safe workplace in line with OHS and international best practices, Our Medical response procedure is as follows:

In the event of a **Medical Emergency** on Site or in the Camp:

- The nearest person raises Alarm by shouting – **“Man Down! Man Down!! Man Down!!!”**, either aloud or via Radio, mentioning the Scene & Location of the Incident;
- This informs the Site Medic / Nurse, Site Supervisor, Site HSE Rep and the Client Rep through the Site Radios;
- The Site HSE Rep activates Muster Point Procedures through the Alarm and supervises personnel head count and debriefing;
- The First Aid Team, coordinated by the Site Medic / Nurse, Swings into Action by walking briskly to the Victim / Injured Person (**IP**) at the Scene of the Incident;
- The Site Medic / Nurse assesses and gives First Aids to the Victim / IP;
- The Site Medic / Nurse informs the Site Supervisor of the condition of the Victim / IP
- The Site Supervisor informs the Client Rep & Med Team;
- If the Site Medic / Nurse confirms that there is **“No Threat to Limb / Life”** of the Victim / IP, and that the Condition can be handled on site;
- Then, the Site Medic / Nurse treats the Victim / IP in the Site Clinic;
- If Confirmed that there is **“No Threat to Limb / Life”**, but the Condition of the Victim / IP cannot be handled on Site;
- Then, the Site Supervisor activates **MEDEVAC PROCEDURES** to the Contractor’s Retainership Medical Clinic, nearest to the Site, with the Ambulance to either one of SWDA’s Retained Medical Clinics (**First Rivers Hospital in PHC & Preston Hospital in Lagos – See Emergency Contacts below**).
- If the Site Medic confirms **“Threat to Limb / Life”** of the Victim / IP;
- Then, the Operations Supervisor informs the Renaissance / Client’s Emergency Centre at Ext.: 7998, through the Client’s Site Rep, and **MEDEVACs** the Victim / IP to Renaissance’s Hospital using the Ambulance.

6.11.4 RENAISSANCE & SWDA - EMERGENCY CONTACTS & NUMBERS

RENAISSANCE ACTIVITIES – EMERGENCY CONTACT DETAILS

CONTACT DETAILS	NAME	PHONE
Renaissance Africa Energy Company - Fire Emergency	Rotational	RAEC Ext.: 7998
Renaissance Africa Energy Company - PU Fire Team	Rotational	RAEC Ext.: 7998
Renaissance Africa Energy Company - FLB OH Clinic	Rotational	RAEC Ext.: 7998
Renaissance Africa Energy Company – Security Operating Centre	Rotational	RAEC Ext.: 7998
Renaissance Africa Energy Company – Occupational Health Advisor	Rotational	RAEC Ext.: 7998
Renaissance Africa Energy Company – Project Contracts Head	Ken Akinbo	08034255404
Renaissance Africa Energy Company – Project Contract Holder	Charles Onyeagba	07064663174
Renaissance Africa Energy Company – Project Tank Operations	Amobi Adesina	09094912742
Renaissance Africa Energy Company – Project QHSE Lead	Ifiook Udofia	09057901867
Renaissance Africa Energy Company –	Please Insert Any Other Important Contacts	
Renaissance Africa Energy Company –		
Renaissance Africa Energy Company –		
Renaissance Africa Energy Company Remediation & Oil Spill Response Manager	Anibasa Usman	08070320991
Renaissance Africa Energy Company Remediation & Oil Spill Response Coordinator (Land)	Abuede Sunday	08070313106
Renaissance Africa Energy Company – Oil Spill Response Centre	Oil Spill Response	7998
Renaissance Africa Energy Company – Wells Operations Manager	Adeyemi Erinle	08070324108
Renaissance Africa Energy Company – Wells Ops Team Lead, P&A	Okpokpor Obaro	08070324488
Renaissance Africa Energy Company – Manager	Bob-Manuel Iroloye Melodi Adebola	08070326608 / 08037404051 08070310174 / 08134475922
Renaissance Africa Energy Company – Ops Team Lead	Nwalozie Collins/Akpe Emmanuel	08070231638 / 08037432326 / 08070310173
Renaissance Africa Energy Company – Ops Supervisor	Ibitoye Olawumi/John Omiojieahior	08070233695
Renaissance Africa Energy Company – HSE Rigs	Ufoma Oboh/Kate Onuma	08070231512
Renaissance Africa Energy Company – Wells On-Shore / Off-Shore - Security Lead	Francis Okeke	08070324213
Renaissance Africa Energy Company - Wells Community Relations Advisor	Toluama Amangala	08070225122 / 08037450827
Renaissance Africa Energy Company – Snr. SE Specialist, Shallow Offshore Wells	Piate Chris	08070225337 / 08022922595
Renaissance Africa Energy Company – Medical Duty Doctor, IA Port Harcourt	MER Centre, Renaissance IA Hospital	08070315768 / 08070222540 / 07074679996

ATC CONTRACTOR – SOUTH WEST DESIGN AFRICA LIMITED (SITE EMERGENCY CONTACTS)

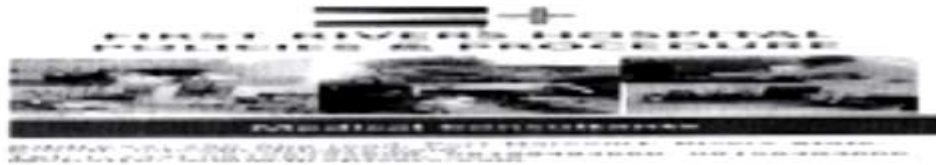
Position	Name	Phone	E-Mail
QHSE Manager	Henry Ayanruoh	08032128579	hayanruoh@yahoo.co.uk
SWDA QA / QC Manager	Wisdom Tasie	08106661683	wisdom.tasie@gasgroupintl.com
SWDA Community Relations Focal Point	MaryAnn Ihejirika	08033491988	maryann.ihejirika@gasgroupintl.com
SWDA Operations Manager	Miracle Maduforo	09084374762	prof.miracle@yahoo.com
SWDA Technical COO / Project Director	Engr. Norton Ned Jessup	08021077515	norton.jessup@gasgroupintl.com
SWDA CEO / MD	Gliffeth Wonuigwe	07033330673	gliffeth.wonuigwe@gasgroupintl.com
PHC Retained Med Hospital – First Rivers Hospital Ltd., PHC	Idowu Akopipopo, General Manager & Retainership Mgr.	08033123546	info@rivers hospital.com
Lagos Retained Med Hospital – Preston Hospital Ltd., Lagos	Hannah Adeleye, HMO Officer & Retainership Manager	08164149791	info@prestonhospital.com

SWDA – ON-SITE DESIGNATED FIRST AIDERS:

Name	Certification Type	Company	Phone
Hannah Adeleye, On-Site Nurse	Hospital Med Certificate	SWDA	08164149791
Miracle Maduforo, SWDA Site PM	40-HR HSE & 1 st Aid Training	SWDA	09084374762
Martins Ndifon, SWDA Site MM	40-HR HSE & 1 st Aid Training	SWDA	07030448163
Moses Ehinor, SWDA Site Suprv.	40-HR HSE & 1 st Aid Training	SWDA	07030229497

6.11.5 SWDA’s Medical Retainership Agreement (See SWDA’s PHC Retainership Agreement Starting on Next Page of Document):

6.11.5.1 SWDA – PHC Retained Medical Facility Agreement & Route Map



PATRONAGE AGREEMENT

THIS AGREEMENT is made this 28th day of May, 2024

Between **SOUTH WEST DESIGN AFRICA LIMITED** Whose Registration office is at **PLOT 6, BLOCK 110 OLUWA KAYODE JACOBS STREET, LEKKI PHASE 1, LAGOS STATE** (Hereinafter refer to as The Client) on the one part

AND **FIRST RIVERS HOSPITAL LIMITED, 7/9 OLD ABA ROAD, RUMUOMASI/250 ABA-PH EXPRESS WAY PORT HARCOURT** (hereinafter refer to as First Rivers Hospital) on the other part.

WHEREAS: The Client is desirous of patronizing First Rivers Hospital to provide medical services for its staff and their eligible dependants as listed in documents which has been provided and updated as when necessary.

NOW IT IS HEREBY AGREED AS FOLLOWS:

1. The Client shall patronize First Rivers Hospital who shall provide medical services for The Client's staff and their eligible dependants (hereinafter referred to as the BENEFICIARIES) at the First Rivers Hospital medical establishment(s) located at 7/9 Old Aha Road, Rumuomasi/ 250 Aha Express Way, Port Harcourt.
2. The patronage shall be governed by this agreement which shall take effect immediately from the 28th of May, Year 2024. For an initial term of 12 months or for such other period that First Rivers Hospital and The Client shall by mutual consent extend or renew, and shall continue thereafter until terminated as hereinafter provided.
3. This agreement shall be governed and regulated by the conditions, provision and tariffs structure as spelt out in the FIRST RIVERS HOSPITAL LTD MEDICAL SERVICES TARIFF made available to The Client.
4. First Rivers Hospital shall provide the Client on request, certain information about the facilities available at his establishment (e.g. The name(s) and qualifications/specializations of Doctor(s), The scope of services and the working hours).
5. First Rivers Hospital shall ensure that all beneficiaries referred to the establishment(s) are attended to with utmost care, skill and attention; and that treatments are limited to benefit schedule detailed in the plan provided to First Rivers Hospital by The Client.
6. The Client shall pay all medical bills incurred by any beneficiary referred to First Rivers Hospital Account provided and FOR THIS PURPOSE:
 - a. List of beneficiaries and authorization of treatment procedure shall be provided to First Rivers Hospital, or sending a beneficiary to First Rivers Hospital with an authenticated letter of introduction shall be sufficient evidence that The Client accepted to pay for the medical services rendered to such beneficiary.

MEDICAL SERVICE PATRONAGE AGREEMENT

FIRST RIVERS HOSPITAL LTD PH.

- b. Bills of services rendered to beneficiaries shall be made available to The Client in the specified format within agreed period.
- c. Queries on or objections to bills or any parts thereof raised by The Client should be sent to First Rivers Hospital within **15 days** from the date such bills get to the notice of The Client or any of the designated representatives. Otherwise, such bills are to be deemed accepted.
- d. Bills accepted or deemed to be accepted shall be paid not later than 45 days from the date bills get to the notice of The Client or any of the designated representatives after which the amount on such bills shall begin to attract interest at the rate of 10% per month.
- e. Should the arbitral award be contested by The Client (in the case of default in payment) in a regular court of law in line with the provisions of the Arbitration & Conciliation Act, CAP. A18, Laws of the Federation of Nigeria 2004, the client shall bear the additional cost incurred by First rivers Hospital.
- f. Either party may terminate this agreement by giving three months' notice in writing to the other, which said notice shall be delivered at the last known addresses of the parties. Any outstanding obligation on either party must be fully settled prior to the effective day of termination.

Signed and sealed on behalf of First Rivers Hospital This 28th day of May, 2024

Name

Mrs. A. Aderibigbo

Dr. Nuhu Pam

Designation.

General Manager

Designation.

Chief Clinical Officer

Signature

[Signature]

Signature

[Signature]

Signed and sealed on behalf of The Client This 28th day of May, 2024

The Client's Representatives.

Name

GLAUCIUS OGBURN

MARYAM HILWIRKA

Designation.

MD/CEO

Designation.

HUMAN RESOURCES

Signature

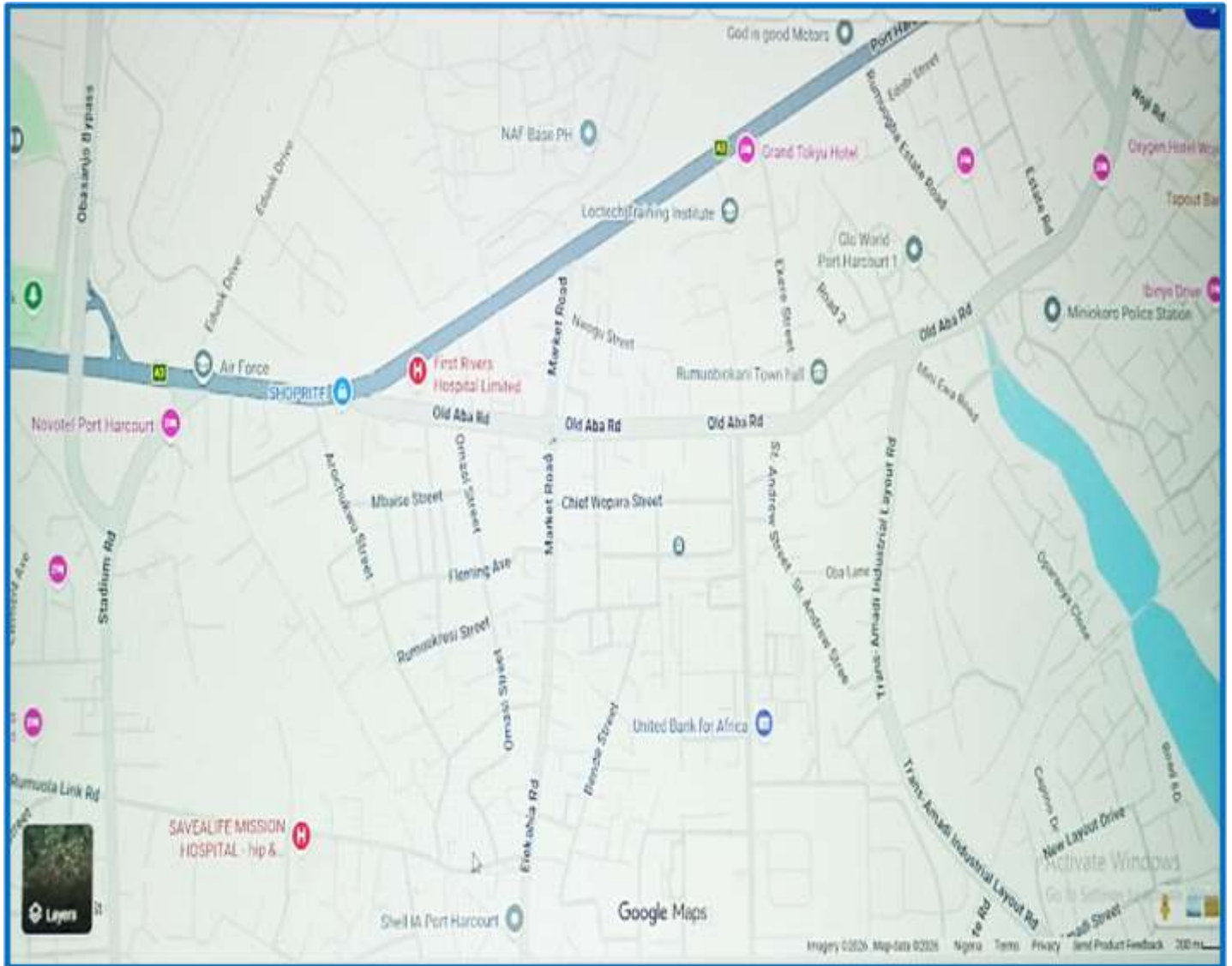
[Signature]

Signature

[Signature]

MEDICAL SERVICE PATRONAGE AGREEMENT

SWDA – ROUTE MAP TO FIRST RIVERS HOSPITAL IN PHC



6.11.5 SWDA – Various On-Site Medical Response Procedures

1) MANUAL HANDLING, HEAT STRESS & HOT TEMPERATURE DIFFERENTIAL:

1. Implement ergonomic furniture, add mechanical aid such as trolleys.
2. Allow for breaks and change the duration of work periods.
3. Continuous awareness on manual handling.
4. Ensure small load has handles for easy movement.
5. Drink water at short intervals when working in a hot environment, even if you're not thirsty.
6. Take periodic rest breaks in the shade, a cool area or air-conditioned space.
7. When working outside in hot, humid weather, wear a hat.
8. Provision of shade on site e.g., mobile office caravan, canopy and chairs for personnel to sit and rest.

2) VIRUSES OR COLDS:

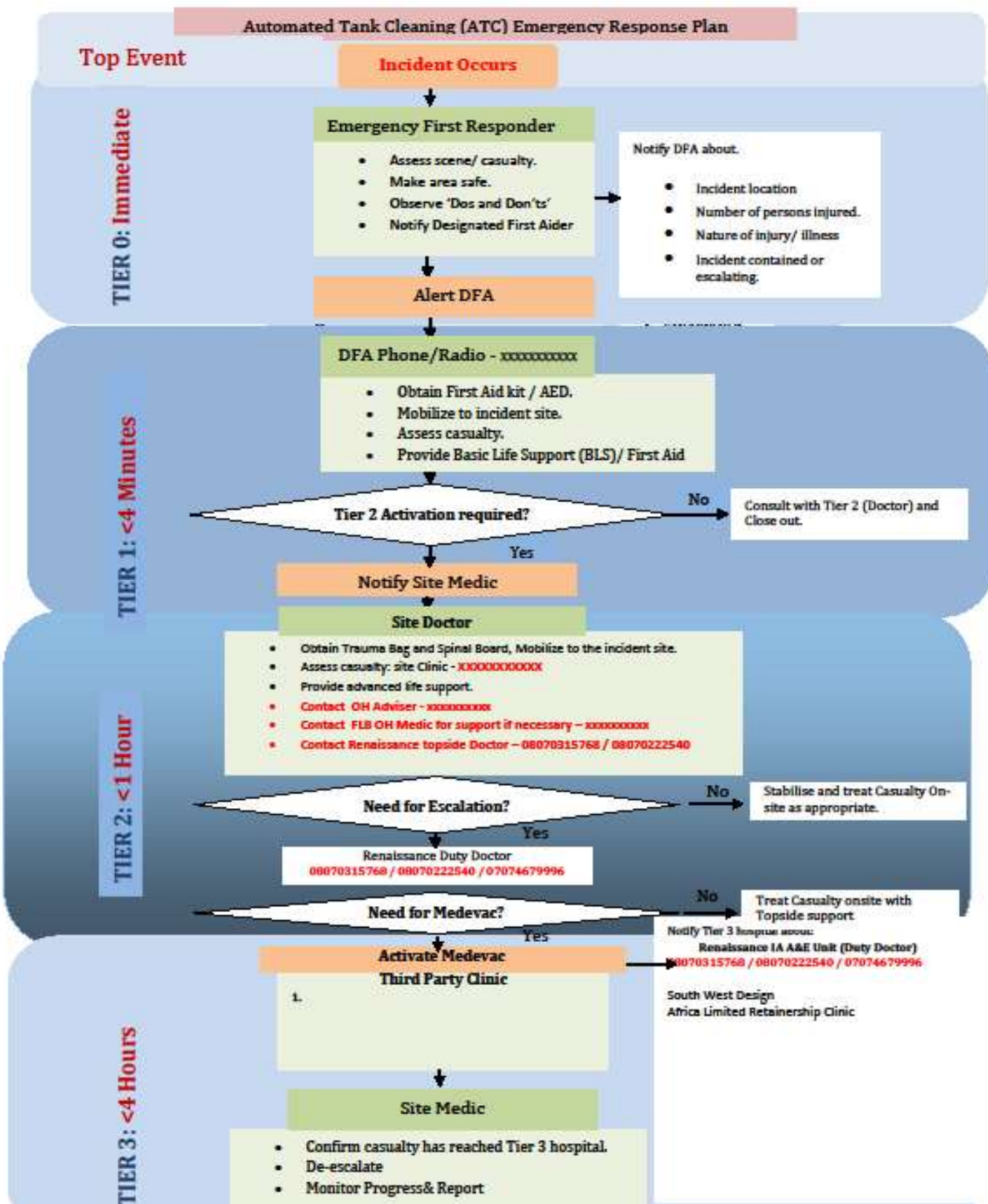
1. Washing the hands frequently and thoroughly with soap and warm water can reduce the risk of infection.
2. When flushing a toilet, people should keep the toilet seat down to prevent infectious microbes from entering the air.
3. Thoroughly wash and scrub all fruits and vegetables.
4. Infected surfaces should be cleaned with bleach-based cleaner.

3) NON-ACCIDENTAL DEATH – RISK REDUCTION:

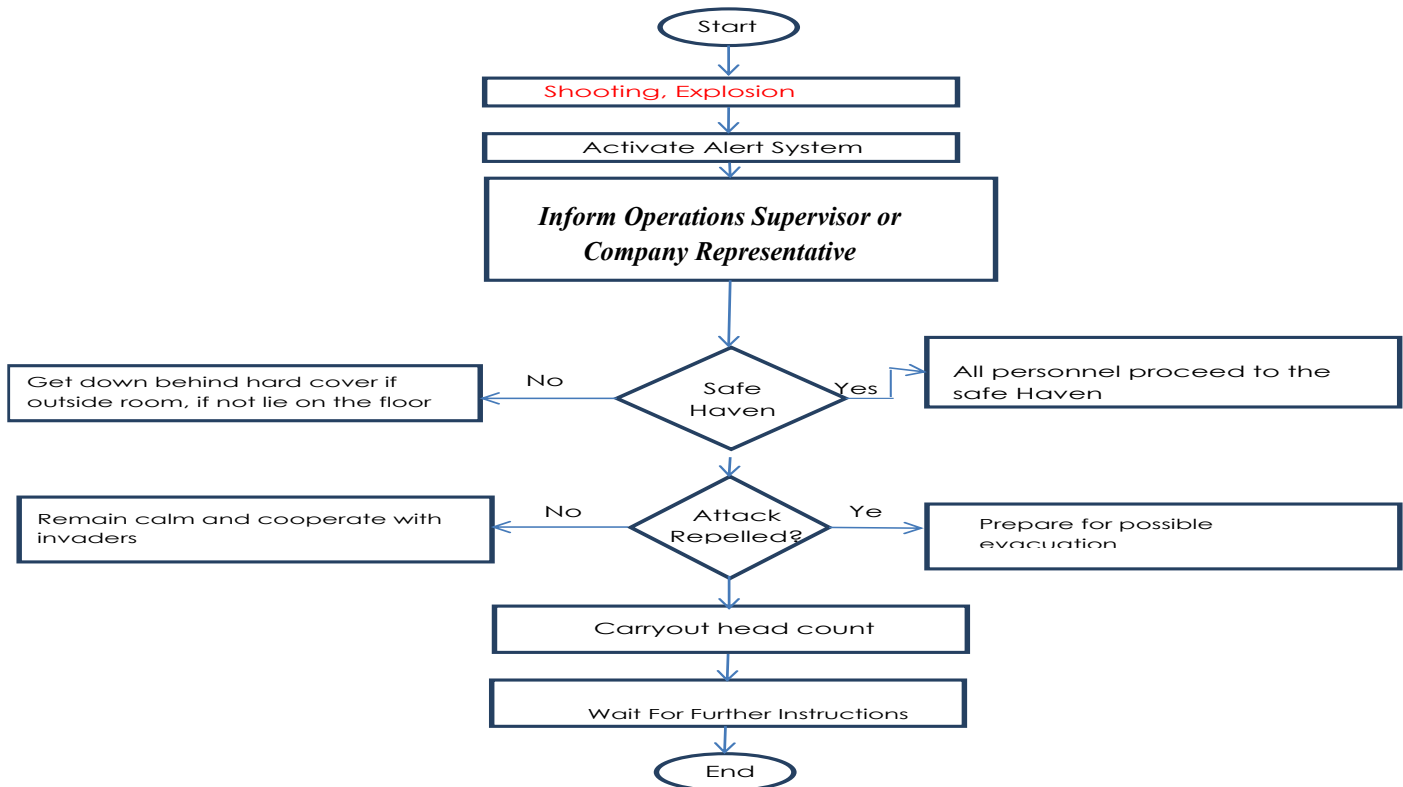
1. Enhance access to quality healthcare through the Contractor Health Care System, including HMO.
2. Grow and Improve health-seeking behaviours through Healthy Behaviours Advocacy and health education.
3. Reduce modifiable Risk Factors for non-communicable diseases. Renaissance-wide campaigns.
4. Strengthen Medical Emergency Response Procedures (**MERPs**).

Remedial Actions:

1. Offer Health Checks at Point of Embarkation & On-Site. Provide Health Promotional Guides to Workers.
2. **“Know Your Number”** Advocacy.
3. Personnel should declare their Health Status, including their current FTW / FFD Certificate.
4. Follow-up identified vulnerabilities and their Medical Retainerships.
5. Encourage self-reporting of sudden Health Occurrences.
6. Provide information on Healthy Behaviours through Camp & Worksite set-up and health education.
7. Look out for each other and report sudden changes in Health Status.



SECURITY EMERGENCY PLAN/CHART



6.12 SWDA Incident / Accident Monitoring & Reporting Procedures

6.12.1 How to Report Incident / Accident - With Consequence:

It is mandatory that all Incidents / Accidents are promptly reported to identify the Failures that led to the Incident / Accident, and to put mitigative measures in place to prevent reoccurrences.

Therefore, in the Contract, Incidents / Accidents with Consequences shall be reported in line with SWDA Incident Report & Investigation Procedures, using SWDA initial Incident Report Form (IRF – See SWDA Project Implementation Forms & Site Signage Plan, separately submitted).

6.12.2 How to Report & Close-Out UA / UCs:

Unsafe Acts (UAs) and Unsafe Conditions (UCs) during operations shall be identified and reported through SWDA STOP-Card Reporting Process, and follow up to Close-Out using our UA / UC Tracker in line with SWDA's Incident / Accident Report Procedures (See SWDA's Project Implementation Forms & Signage Plan, separately submitted).

6.12.3 How to Investigate Incidents / Accidents - With Consequence:

A key element of our SWDA HSSE-MS is Incident Investigation and Reporting, it is mandatory that every Incident / Accident is promptly reported, investigated and reviewed at a level appropriate to its potential severity, to identify the Failures that led to the Incident / Accident and to put mitigative measures in place to prevent reoccurrences.

Therefore, in the Contract, Incidents with Consequence shall be reported in line with SWDA Incident Reporting & Investigation Procedures, following the following order;

- I. **Notification:** SWDA Notification of Incident shall reach Renaissance Line Department Head and HSE-Head both verbally and by written notification by the next working day (two working days for remote locations) after the Incident;
- II. **Investigation:** The SWDA Investigation Team shall be led by SWDA PM & Renaissance Site Rep as a minimum, with the appropriate HSE Focal Point / Coordinator participating. Line HSE Coordinator should subject the Investigation to Tripod-BETA Analysis. A Formal Investigation Report shall be

submitted to the SWDA & Renaissance Line Manager and HSE Head, not more than two weeks after the Incident.

III. **Review:** Incident shall be reviewed by the relevant Location Incident Review Panel (**LIRP**) or Asset / Line Manager Incident Review Panel (**ALIRP**) at the next meeting, but not more than 28 days of occurrence of Incident. The Panel Secretary shall determine Action Points for lateral application and forward to HSE Head.

IV. **Follow-up:** Follow-up of Action Points shall be tracked by the Line HSE Coordinator.

6.13 SWDA HSE Site Key Performance Indicators (KPIs)

6.13.1 The SWDA Campaign HSE Performance would be adjudged based on the HSE Key Leading & Lagging KPIs Matrix below:

LEADING KPI INDICATORS:					
SN	PERFORMANCE INDICATOR	FREQ	UNIT	TARGET	EVIDENCE REQUIRED
1	MFE / Leadership Site Visits	Monthly	Number	1 (Minimum)	MFE Reports
2	STOP CARD (UA / UC & Safe)	Daily	Number	100% Participation	Daily HSE Report
3	Recommendations (Audits, Inspections & Unsafe Acts & Conditions) Close-Out	Monthly	%	90%	Close-Out Reports
4	Medical Fitness to Work	Yearly	% Crew	100%	Medical Certificates
5	Equipment Certification / Pre-Mob	Yearly	%	100%	Certificate Sticker
6	Pre-Mobilization Induction / Training	Before rig move	% Crew	100%	Attendance Records
8	Personnel Training / Certification	Yearly	% Crew	100%	Training Records
9	Toolbox Meeting	Daily	Number	EVERY JOB	TRIC Records
10	Compliance with PTW Requirements	Monthly	%	100%	Audit Reports
11	Weekly HSE Meeting	Weekly	%	100%	Minutes of Meeting
13	Fire Equipment Inspection	Monthly	%	100%	Inspection Report
14	First Aid Box Inspection	Weekly	%	100%	Inspection Report
15	DROPS Inspection	Weekly	%	100%	Inspection Report
16	Compliance to Preventive Maintenance Plan	Monthly	%	100%	PMS Report / Log
17	Hazard Hunt	Daily	%	100%	Daily STOP Card Report
18	LFI's Dissemination	Daily	Number	Before Every Job	Assist / Assure Report
20	IVMS Download	Monthly	%	100%	Reports
21	HSE Rewards & Recognition	Weekly	%	100%	Minutes of Meeting
22	Compliance to Journey Mgmt.	Daily	%	100%	Audit Report

	Lagging KPI Indicators				
SN	PERFORMANCE INDICATOR	FREQ	UNIT	TARGET	
1	Fatality (F)	0	Number	0	
2	Lost Time Incident (LTI)	0	Number	0	
3	Medical Treatment Case (MTC)	0	Number	0	
4	Restricted Work Case (RWC)	0	Number	0	
5	HiPo Near Misses (HNM)	0	Number	0	
6	First Aid Case (FAC)	0	Number	0	
7	Total Reportable Case (TRC)	0	Number	0	
8	Road Traffic Accident (RTA)	0	Number	0	
9	Occupational Illness Case (OIC)	0	Number	0	
10	Food Poison Case (FPC)	0	Number	0	
11	Spills Case (SC)	0	Number	0	

Leading indicators: Leading Indicators are typically **“Input Oriented”**, hard to measure and easy to influence.

Lagging indicators: Lagging indicators are typically **“Output Oriented”**, easy to measure but hard to improve or influence.

6.13.2 SWDA – Frequency of HSE KPIs Monitoring – ASSURE & ASSIST:

PERFORMANCE INDICATORS	FREQUENCY / TARGET
Step 7 Conversations	Per Job / Task
Goal Zero Supervision - AAR	Per Job / Task
Measuring Behavior	1 / Day
Rose Plot (SCOPE)	1 SPOKE / Week

6.13.3 SWDA – Description of DROPS Minimum Monitoring KPIs:

DESCRIPTION	DROPS MINIMUM REQUIREMENT
DROPS Programme	Contractor / Renaissance-operated Worksites with Dropped Object Exposure shall have a documented DROPS
DROPS Requirements	The DROPS shall include the Requirements in Table 1
1 - Roles & Responsibilities	Ensure each Work Unit has a DROPS Focal Point

2 - DROPS Training	Describe & implement Minimum Training Requirements for personnel exposed to Dropped Objects
3 - DROPS Training	Describe & implement Minimum Training Requirements for DROPS Focal Points
4 - Equipment at Height	Ensure that all Equipment at Height that is not an integral part of the Structure on which it is mounted is reliably secured
5 - Equipment at Height	Require a Change Proposal for Installation or Modification of Equipment at Height
6 – Inspections	Describe the Methodology for initiating Unplanned Inspections, e.g., following Heavy Jarring or Extreme Weather
7 – Inspections	Implement Independent Inspections prior to Work Unit Commissioning and at least every 3 Years thereafter
8 – Inspections	Ensure that a Systematic Inspection Programme is scheduled and implemented
9 - DROPS Zone Management	Ensure that each Worksite maintains a Register of Restricted Access and / or No Entry Zones, including documented Risk Assessment supporting Zonal Designation
10 - DROPS Zone Management	Enforce Restricted Access and / or No-Entry Zones
11- Portable Tools & Equipment	Ensure that Portable Tools & Equipment are secured when Working at Height
12 - Portable Tools & Equipment	Implement a System to ensure Portable Tools / Equipment are removed from Height, upon Completion of Work
13 - Tubular Handling with Elevators & Lifting Tools	Ensure that, prior to moving Tubular: 1.) Elevators are physically measured to verify correct sizing 2.) The Rated Load of Elevators is greater than the Anticipated Load 3.) Lifting Tools / Elevators are fully functional
14 - Tubular Handling with Forklifts	Ensure Forklifts used for Tubular Handling are equipped with a Pipe Clamp approved by the Forklift OEM
15 - Tubular Handling with Forklifts	Ensure Forklift lifting accessories are used according to the OEM's instructions

16 - Lifting Wireline Tool Strings & Lubricators	Ensure Wireline Crews, during lifting of tool strings and lubricators: 1.) Have continuous and unobstructed view of the Sheave 2.) Communication Plan documented as part of the Pre-Job Risk Assessment
17 - Movement of Equipment or Loads	Ensure that a Dropped Object Inspection is performed prior to the Movement of Equipment / Loads (Transportation or Lifting & Hoisting), including the Securement in the Shipping Basket / Container
18 - Equipment & Collisions	Ensure a System is in place to avoid Equipment Collisions

6.13.4 SWDA ASSIST & ASSURANCE (Audits & KPIs):

- Audit Action Tracker is developed & Open Items are followed up until Closure. Status of follow up confirmed during Performance Review in line with SWDA Audit & Inspection Procedures.
- Regularly updated Audit Report Tracker shall be provided to Renaissance Contract Holder on a quarterly basis.
- SWDA shall ensure regular sharing of Learning from Incidents (**LFI**) on our Sites, in all our meetings, such as Weekly HSE Meeting, JHSA, ToolBox Talks, Pre-Tour Meetings, Drills and other related Meetings, and of course such **LFIs** will as well be made available on our HSE Notice Board and other strategic locations On-Site.
- Competence Trainings & Applicable Certifications are done before Personnel Mobilization to Site.
- Regular conduct of In-House Trainings, Inductions & sharing of **LFIs**.
- Job Descriptions for Critical Positions are well communicated, understood & signed off by the Critical Personnel.

6.14 SWDA HSE Management Review Procedures

SWDA shall engage our Management during All Critical HSE-MS System Performance Reviews on the Renaissance Contract shall be reviewed with Renaissance, using the following Systems:

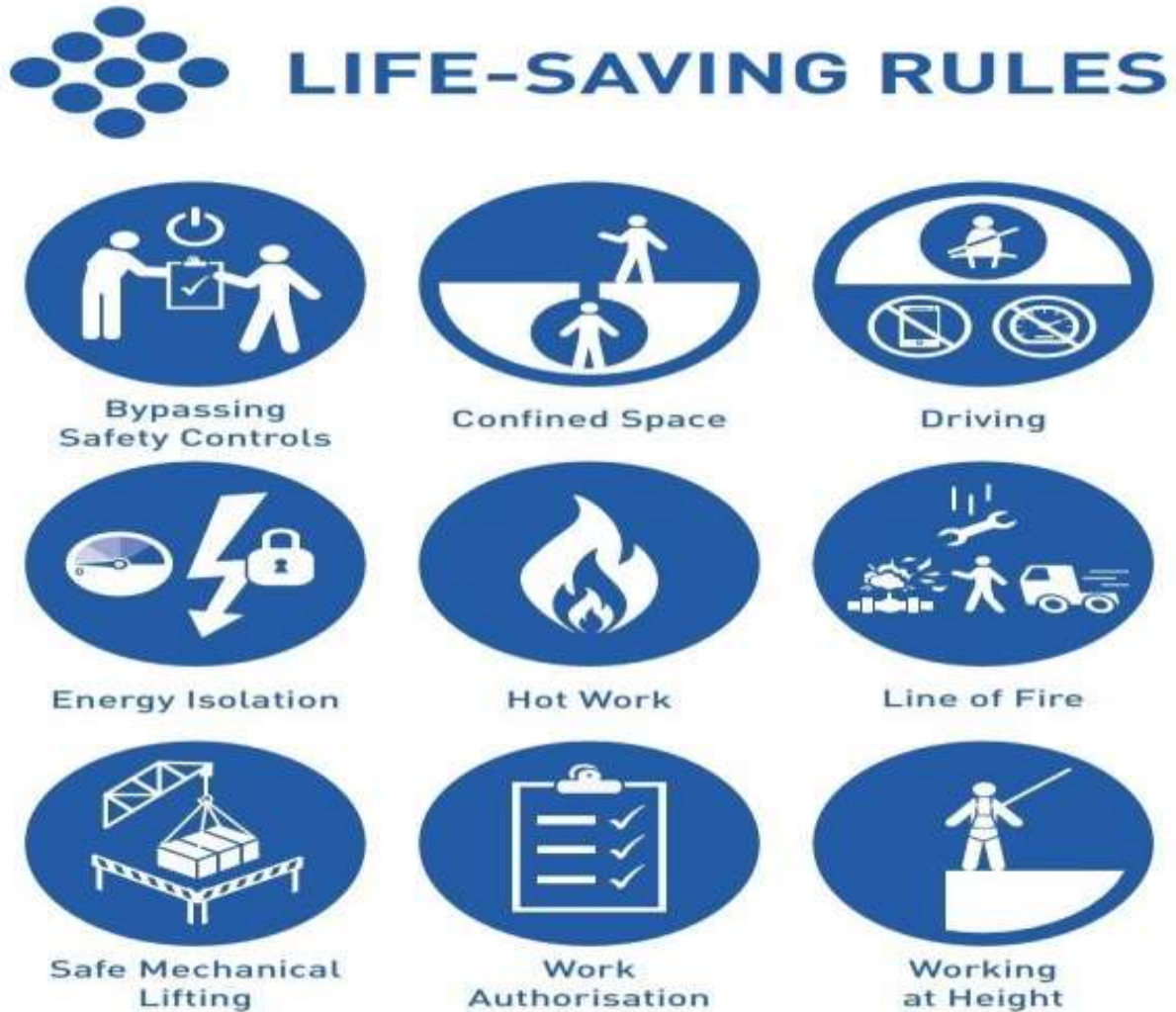
- Business Performance Reviews Process (**BPR**); and,
- Customer Satisfaction Feed-Back.

6.14.1 Frequency of SWDA's BPR Usage

This SWDA HSE-MS Business Performance Reviews (**BRPs**) shall be carried out annually, and the Customer Satisfaction Feed-Back shall be conducted at the end of each Tank Cleaning activity, while the following elements are reviewed to drive "**Continuous Improvements**" in our SWDA HSSE Performance:

- Proactive & Reactive KPIs;
- Personnel Training & Certification;
- After Action Review (AAR);
- Equipment Integrity & Certification; and,
- Security & Host Community KPIs.

6.14.2 SWDA's USE OF THE 9 IOGP LIFE SAVING RULES



6.14.3 SWDA's PLANNED SITE HSE MEETING & EXERCISE / DRILL PERFORMANCE SCHEDULE

Type of Safety Meeting	Frequency	Responsibility	Personnel Involved
ToolBox Talk	Daily before Start of Operations	Site Supervisors	All at Various Units
Operations Meeting	Daily	Renaissance & SWDA Site Ops Reps	Site Reps & Team
HSE Meeting	Weekly	Renaissance & SWDA Site HSE Reps	All Personnel On-Site
Exercise		Frequency	
Fire & Fire Fighting Drill		As per Site Operations Plan below	
Security / MEDEVAC Evacuation Drill		As per Site Operations Plan below	
Med Emergency Response (MER) Drill		As per Site Operations Plan below	
Spill & Clean-Up Drill		Once per Site Mob	

6.14.4 SWDA's PLANNED SITE INSPECTION & DRILL PLAN

DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN								FR							SE								MV								AB
FEB						FR							RH								MV							WK			
MAR				FR							SP									MV							SE				
APR		FR							AB								MV									RH					
MAY							WK								MV									SP							FR
JUN					SE								MV								AB							FR			
JUL			RH								MV								WK								FR				
AUG	SP								MV								SE									FR					
SEP							MV								RH								FR						AB		
OCT				MV									SP								FR							WK			
NOV			MV								AB								FR							SE					
DEC	MV								WK								FR								RH						

LEGEND

FR

 FIRE DRILL

SE

 SECURITY DRILL

AB

 ABANDONMENT

RH

 RESCUE HEIGHT DRILL

AT

MV

 MEDIVAC DRILL

WK

 WELL KICK DRILL

SP

 SPILL DRILL

NOTE:

DRILL TYPE IS SUBJECT TO CHANGE AS PER OPERATIONAL STATUS
 FIRE DRILL TO BE CONDUCTED IN THE CAMP TWICE IN A MONTH!

0

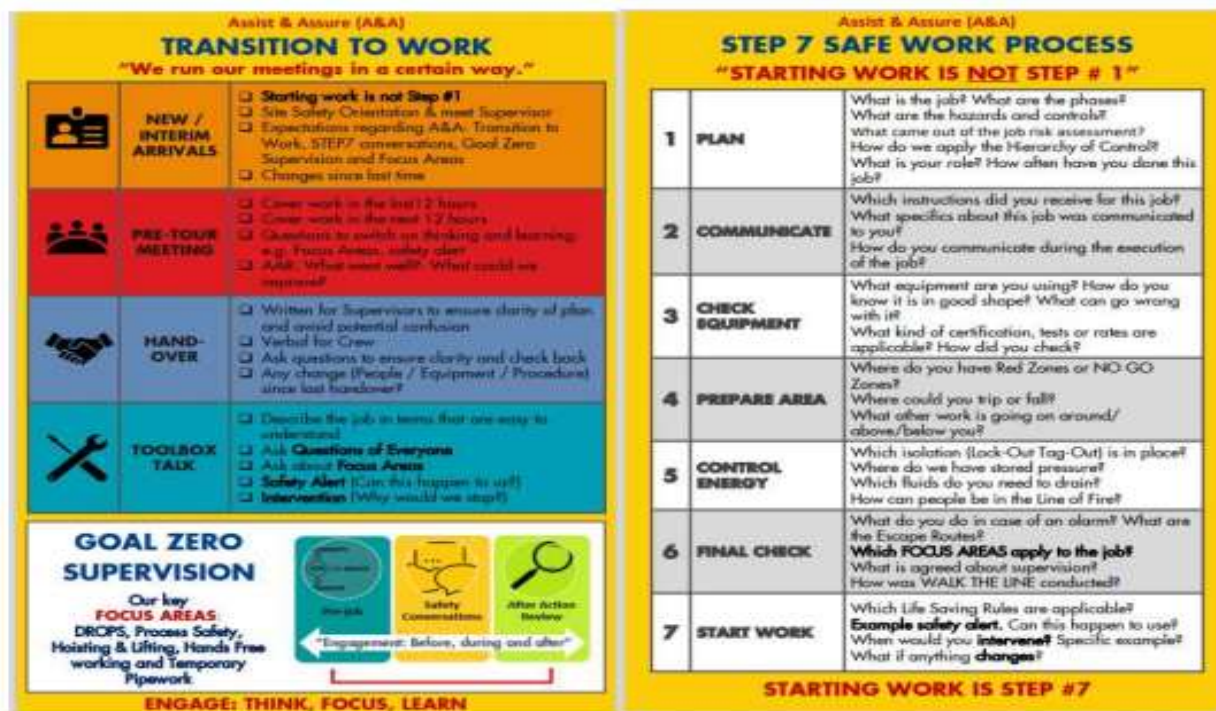
6.14.5 SWDA's Planned HSE-MS System - Remedial Action Plans

Based upon the results of Project HSE-MS System Audits, Inspections & Drills, SWDA shall follow-up all proposed & approved Remedial Actions from Assurances / Inspections, UA / UCs, and Incident Investigations, and all Recommendations shall be tracked by the line SWDA HSE Coordinator, using excel spreadsheet and discussed during Performance Reviews and Leadership Meetings in between SWDA Management & Renaissance Representatives.

6.14.6 SWDA – HSE PLAN - ASSIST & ASSURE / HUMAN PERFORMANCE PRINCIPLES

Assist and Assure Program

PERFORMANCE INDICATORS	FREQUENCY / TARGET
Step 7 Conversations	2/ day
Goal Zero Supervision AAR	1/Day
Measuring Behavior	1/Day



There are 4 guide lines for implementing and sustaining the elements of the Assist and Assure way of working at the work site.

1. Transition to work
2. Safe work.
3. Goal zero supervision
4. Assurance

SWDA – HSE PLAN – IOGP 5 HUMAN PERFORMANCE PRINCIPLES

IOGP 5 HUMAN PERFORMANCE PRINCIPLES



- 1 ERROR IS NORMAL**

We all make mistakes
We can predict or prevent, and always have to manage error-likely situations
- 2 BLAME FIXES NOTHING**

Actions are rarely malicious, but well-meaning behaviours intended to get the job done
- 3 CONTEXT DRIVES BEHAVIOUR**

Organizations influence their systems and people, the context drives behavior
Majority of errors associated with incidents stem from latent conditions
- 4 LEARNING IS VITAL**

Understanding how and why errors occur can help us prevent them
How leaders respond to failure matters; we need to learn from mistakes
- 5 HOW YOU RESPOND MATTERS**

Our people are the masters of their job and the key to solutions
People who feel valued are more engaged

Activate Windows
Go to Settings to activate Windows.

7.0 SWDA PROJECT QUALITY CONTROL, ACCEPTANCE CRITERIA & REPORTING PROCEDURES

- **Tank Cleanliness Acceptance:** visually clean floor & lower shell (**No Free Oil, No Sludge Accumulations**), sumps & drain lines clear, verified by the JIT walk-down (**and Drone Survey of upper surfaces where Entry is restricted**), photographed & signed off on the Certificate of Work Completion (**COWC**).
- **Oil Recovery KPI:** 40% – 50% of Recovered Sludge Volume returned to Renaissance as Oil, evidenced by the daily Material Balance & Oil Recovery Log.
- **Records:** Daily Progress Reports (**production, Gas Tests, PTW refs, Waste Volumes, downtime**) and Monthly Reports in the Renaissance-approved format, supporting daily EQ & Personnel operational billing documentation; all calibration certificates, Entry Logs, Toolbox registers & Turn-Over Notes filed in the Tank Closure dossier, in order to perform Joint Inspection Team (**JIT**) Tank Clearance & receipt of our SWDA Certificate of Work Completion (**COWC**).
- **Close-Out:** Final Project Closure Report per Tank (and consolidated) submitted to Renaissance & NUPRC, including the full Waste & Oil Material Balances and Lessons Learned feeding the next Tank's execution.

8.0 **SWDA's ANTICIPATED PROJECT CHALLENGES / RISKS & MITIGATIVE MEASURES**

ANTICIPATED CHALLENGE / RISKS	PROFFERED SOLUTIONS / MITIGATIVE MEASURES
Sludge Deeper / Harder than the 1.0-M Planning Assumption	Drone Profiling before commitment; staged Cutter Stock dosing; Hydro-Jet cutting of banks; immediate SOW / Cost Variation to Renaissance before Schedule damage occurs.
Sludge will not Flow even with Cutter Stock (Dry / Sandy Heels)	Crawler mechanical pushing to suction points; increased jetting passes; manual removal limited to the final polishing phase; realistic per-Tank durations from the T1 list applied (e.g. sandy Process Tanks).
Oil Recovery Rate below the 40% – 50% Target	Tune Centrifuge feed rate & differential speed; optimize Cutter Stock ratio (over-dosing dilutes yield); re-process interface streams through the Separator; report actual Oil Recovery transparently with the Material Balance.
Equipment Breakdown of a Single-String Item (Crawler / Hydro-Jet / Centrifuge)	Back-up Unit Strategy (2 of each critical item – one Ops, one Stand-By to be secured if need arises); Operators double as maintainers; 2-YR spares philosophy; planned maintenance in shift changeovers.
28-Inch Manway constraint on Equipment & Rescue	Crawler & tooling pre-verified to pass 28-Inch openings at Pre-Mob; Manway cone adaptor; Rescue Drills specific to the restricted opening; Entrant numbers scaled 3 → 6 only when conditions allow.
Gas Excursions / Atmosphere Instability (esp. Floating-Roof COTs)	Continuous multi-point monitoring; hard 10%-LEL suspension rule; re-ventilation capacity held on site; No-Entry posture maintained for as long as possible (Phases 2 – 4 are No-Entry by design).
Renaissance-dependency Delays (Cutter Stock, Power, Skips, Trucks & Water Disposal)	Dependencies logged & flagged in Daily Reports; Stand-By provisions per the Contract apply to Renaissance-caused idle days; early written requests with lead times from the Sludge Profile Report.
Weather (Rainy Season Flooding of Bunds & Lightning)	PTW weather-suspension rules; covered electricals; bund dewatering via Renaissance-approved route; schedule float in the 60-day case.
Security & Community Interface at Niger Delta Sites	Approved Security & Community Engagement Plans; Host Community Workers employed on Crew (3 per Shift); proper Journey Management for all moves.
Crew Fatigue on Dual 12-HR Shifts, 7 Days / Week	Entrant rotation rules; 30-day Crew rotation; On-Site Nurse monitoring; accommodation & feeding secured near site.

9.0 SWDA CONTRACT HSE PLAN – LIST OF APPENDICES

9.1 APPENDIX A – SUMMARY DETAILS OF THE 18 RENAISSANCE PROJECT TANKS

(Volumes presented are SWDA's Planning Estimates at an assumed 1.0-M Sludge Depth per Tank; not corroborated by Renaissance; to be confirmed per Tank by the Drone Assessment. Source: Table 1, 2 July 2026.)

S/N	TANK NO.	TANK LOCATION	TANK TYPE / ROOF	TANK VOL. (M ³)	EST. SLUDGE VOL. (M ³)	EST. DAYS
1	Tank 9	Bonny Tank Farm	COT / Floating	41,335	1,870	30
2	Tank 11	Bonny Tank Farm	COT / Floating	67,188	3,536	50
3	T-1201-A	Bonny Tank Farm	PT / Fixed	7,422	707	20
4	T-1201-B	Bonny Tank Farm	PT / Fixed	7,422	707	20
5	Tank 13	Bonny Tank Farm	COT / Floating	67,188	3,536	50
6	Tank 21	Bonny Tank Farm	COT / Floating	104,707	4,572	60
7	Tank 22	Bonny Tank Farm	COT / Floating	104,707	4,572	60
8	T-1401-A	Bonny Tank Farm	PT / Fixed	7,422	707	20
9	Tank 206	Forcados Tank Farm & Depot	COT / Floating	99,872	4,560	60
10	Tank 209	Forcados Tank Depot	COT / Floating	99,872	4,560	60
11	Tank 620	Forcados Tank Depot	PT / Fixed	8,638	881	20
12	Tank 901	Forcados Tank Depot	PT / Fixed	1,060	177	15
13	Tank 203	Forcados Tank Depot	COT / Floating	99,872	4,560	60
14	Tank 102	Forcados Tank Depot	PT / Floating	30,763	1,810	30
15	Tank 601	Forcados Tank Depot	PT / Fixed	8,836	707	20
16	Tank 610	Forcados Tank Depot	PT / Fixed	8,638	881	20
17	GCPF Tank	Gbaran-Ubie CPF (OML-28)	PT / Fixed	15,530	1,195	25
18	SGP Tank	Soku Gas Plant	PT / Fixed	12,724	707	20
	TOTALS:	18 Tanks – 8 COTs & 10 PTs; 9 Floating & 9 Fixed Roofs:		793,195	40,247	~640

9.2 **APPENDIX B – KEY RAEC / SWDA PROJECT INTERFACE RESPONSIBILITIES**

ITEM / SERVICE	RESPONSIBLE PARTY
Cutter Stock (Light Crude / Gas Oil) & Wash Water	Renaissance
On-Site Electricity (415V / 50Hz / 3-Phase) for Tank Cleaning Equipment	Renaissance
Waste Skips, Vacuum & Flat-Bed Trucks; all Off-Site Waste Transport, Treatment & Disposal	Renaissance
On-Site Recovered-Water Disposal Facility; Solids / Sands Repository; Recovered-Oil Containment Tank / Receiving Pipeline	Renaissance
Tank Clearing, Isolation, Opening & Initial Venting; As-Built Drawings; PTW Issuance	Renaissance
Diesel Fuel for SWDA Tank Cleaning Equipment; all Semi-Auto Cleaning Equipment, Consumables & Crew; On-Site Waste Documentation	SWDA
Drone Assessment, Sludge Profiling, Tank Cleaning Execution, Oil Recovery Processing & all Project Reporting (Daily / Monthly / Closure)	SWDA
Host Community Settlements & Payments (except SWDA-arranged Local Labour)	Renaissance

9.3 APPENDIX C – SWDA – OVERALL PROJECT ORGANIZATION CHART

FIGURE 1
**SWDA – RAEC 18-TANKS – NME / SEMI-AUTO TANK CLEANING,
 SLUDGE TREATMENT & OIL RECOVERY PROJECT ORGANOGAM**

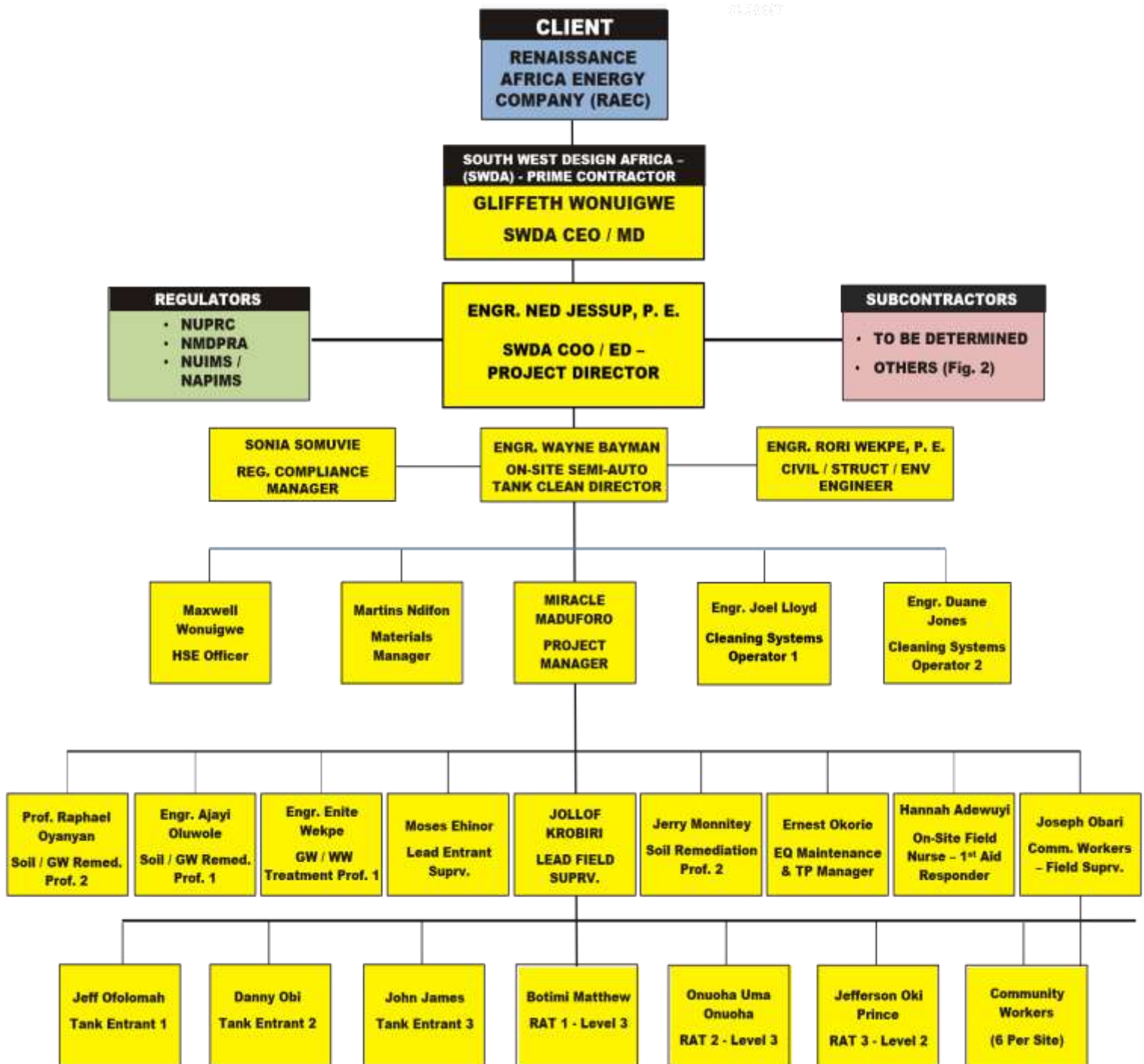


FIGURE 2
SWDA – RAEC 18-TANKS – NME / SEMI-AUTO TANK CLEANING,
SLUDGE TREATMENT & OIL RECOVERY – SITE HSE TEAM ORGANOGRAM

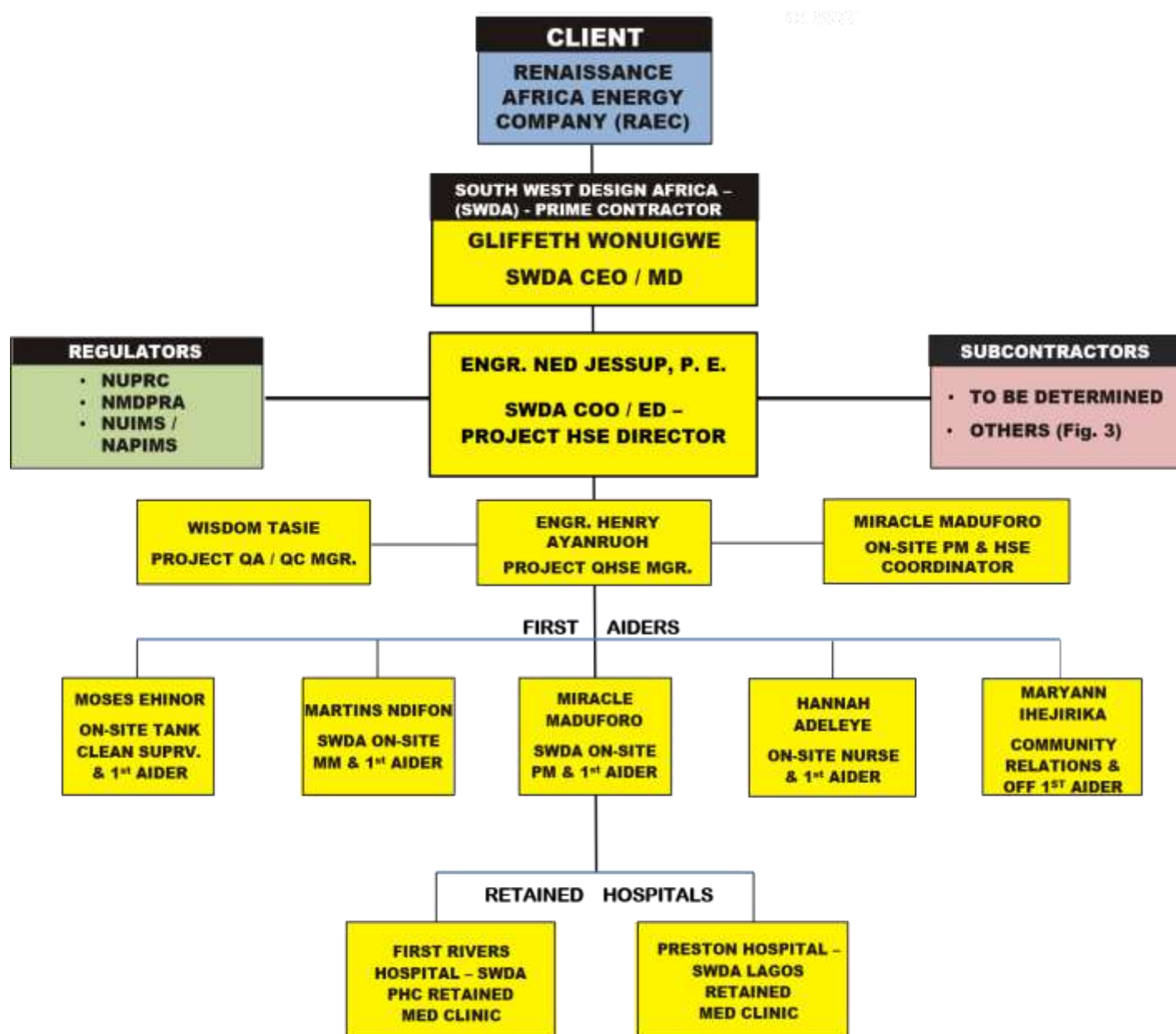


FIGURE 3
SWDA – RAEC TANK CLEANING & SLUDGE RECYCLING PROJECT –
SUBCONTRACTORS ORGANIZATION CHART

